**Comparative study of the perception of HR heads & their excellent performing managers on the policies for employee well-being & retention in select manufacturing companies in & around Pune**

**A thesis submitted to**
**Tilak Maharashtra Vidyapeeth, Pune**

For the Degree of
**Doctor of Philosophy (Ph.D.)**

**Under the Faculty of Management**

Submitted By
**RAJENDRA BALKRISHNA SABNIS**
**PRN NO - 15812006024**

Under the Guidance of
**Dr. S U GAWADE**

**July, 2017**

# CERTIFICATE

This is to certify that the Thesis entitled **Comparative study of the perception of HR heads & their excellent performing managers on the policies for employee well-being & retention in select manufacturing companies in & around Pune** which is being submitted herewith for the award of the Degree of Philosophy (Ph.D.) in Management of Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by **Mr. Rajendra Balkrishna Sabnis** under my supervision and guidance.

To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title of this or any other University or examining body upon him.

**(Dr S. U. Gawade)**
**Research Guide**

**Place: Pune**
**Date:**

# ACKNOWLEDGEMENT

In the long journey of my research, many people encouraged and supported me. I would like to extend my heartiest thanks to those who have provided me support and guidance to make this research work a success. It was really a pleasant and highly educative experience to work on this dissertation. This is an opportune moment to express my feelings towards all those who have untiringly helped me in completion of this work.

I would like to express my deep and sincere gratitude to my Research Guide, Dr S U Gawade. His expertise and logical way of thinking have been of a great value for me. His understanding of the subject, encouragement and personal guidance have provided a good basis for the present thesis.

I would like to thank all the HR Heads of the companies surveyed who have helped me a lot during my research work.

I am also grateful to all the respondents of the study who have filled the questionnaire and participated in the research study.

I am highly indebted to my parents and in-laws for allowing me to realize my own potential. Special thanks to my wife and my son without their support and encouragement I would not have completed this research.

Words cannot express my sense of gratitude and respect towards all those who helped me directly and indirectly in completion of this thesis.

**Rajendra Balkrishna Sabnis**
**(Research Student)**

**Place:  Pune**
**Date:**

**TABLE OF CONTENTS**

**TABLES AND FIGURES USED**

# CHAPTER – I

# INTRODUCTION

1.1       **Environment:** Managing human resource effectively requires knowledge of competitive business environment, legal knowledge and awareness of social issues. Internet technology has given rise to another industrial revolution. Companies will require big pool of talents. Retaining top talent will require intelligent human resource Strategy. Business corporations have become global. Product cycle to employee turnover has attained tremendous speed. Many corporations have become virtual ones. HRM has to cope with all these changes. Organizations are managed by people. Challenges, opportunities and problems all stem from people. People are not alike. It requires utmost attention to maximize their utility and effectiveness so that enterprises and society at large can be benefited.

**1.2**       **Globalization:** Globalization will make people move from one country to another. Productivity has enhanced rapidly. This is a creative economy. Most important intellectual property today is the 'people'. E-Commerce is taking fast speed. Employer has to take care of Work-Life Balance of their employees and improving productivity with all these factors. It is foremost objective of corporate sectors to gain the age of competitions in order to succeed. Competitive age might be defined as some form of advantageous lead in the market place leading to enhance market share and profitability.

The effective management and development of these human resources is the key to achieving competitive advantage. Organization has to put all the resources such as capital resources, human resources together in order to succeed and face challenges. Since an organization's most valuable and most volatile resource is its people, the HR function of the organization must be properly groomed for the growth of the organization. The satisfaction of human resource for the highest and the best performance can be achieved through providing welfare measures and training the employees in technical, conceptual and interpersonal skills.

Ultimately industrial units are only going to grow if the people are allowed to use their initiatives, creativity, to participate in the business, rather than performing their work technically and acting like unthinking robots. It is not enough to have an intimate technical knowledge of the product and process but also the cognitive skill for maximum utilization of these technicalities.

The human resource should be motivated to give their cent percent for the growth of the organization. Without motivated and capable employees, no technical organization can prosper. It has long been recognized that the employees can be motivated to perform well by satisfying them. Satisfaction can be achieved through fulfilling their basic needs, providing welfare measures giving them recognition and respect.
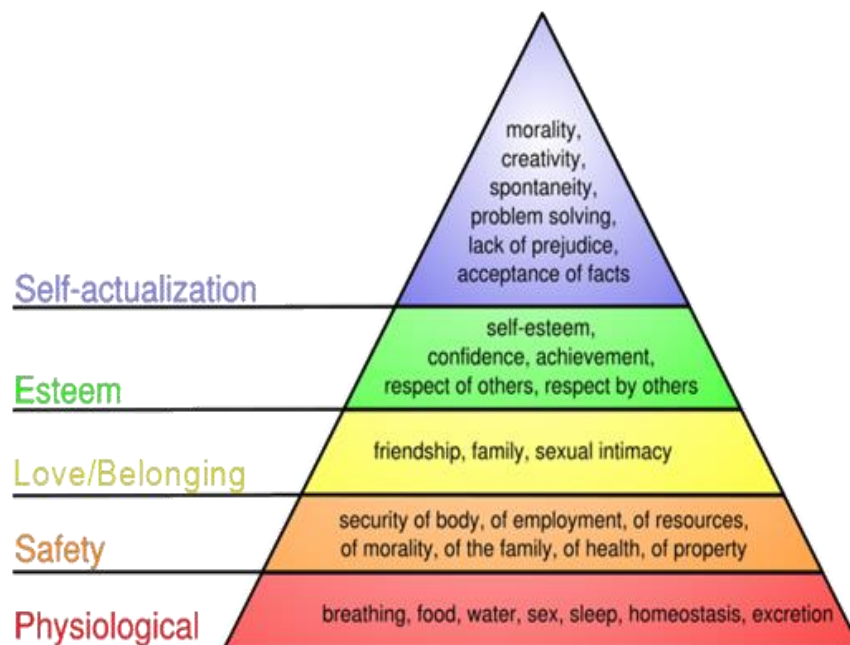


Figure 1.1

If you see above pyramid of Maslow's theory of need, all needs are important such as

1. Physiological needs
2. Safety needs
3. Love and belonging
4. Esteem and
5. Self-actualization.

At higher level, Self-actualization need is more important. They are listed below:

- Morality
- Creativity
- Spontaneity
- Problem solving
- Acceptance of facts

Self-actualization need can be better met if proper training in respect of emotional development of employees is given. Self-actualization needs are the needs for realizing one's own potentialities for continued self-development for being creative in the broadest sense of the world. These often come when all other needs are reasonably met. Here the individual analyses himself in understanding one's own abilities and potential in self-discovery and using one's abilities and potential for creative achievement.

Certain tools like core competence, knowledge management, leadership and creativity play a major role in attaining self-actualization. In simple term performance is the function of ability backed by motivation. It is on account of number of reasons.

1.2.1     This is applicable to workers and the corporate strategists as well.

1.2.2     Apart from other physical and financial resources, business requires human resource also. Behavioral aspects of HR are important.

1.2.3     Another important reason for motivation is the increasing complexities in technology. Example in this regard is the highly technology based space program of our country.

1.2.4     Organizations are giving importance to physical and financial resources from long term perspective; it is only recently the same importance is being given to human resources i.e. people. It is because of this reasons management development programs are increasing in these days. Many tools like Assessment Centre Appraisal, HR Accounting Systems etc.,

1.2.5    Difficulties in motivation: Motivating the employees is becoming difficult day by day. One of the reasons is that firms have suddenly changed the jobs their employees are performing.

Some organizations have employed the technique of hire and fire, pay for performance and almost gave up motivational efforts. Further all these changes may conflict with each other.

Apart from Maslow's theory of hierarchy, there are other theories also. Manager need to know these theories to motivate their employees for better work performance.

1.2.6    Hertzberg carried out his now famous survey of 200 accountants and engineers. He used the critical incident method of obtaining data for analysis. The respondents essentially were asked two questions. It was revealed that factors which made respondents feel good were totally different from those which made them feel bad.
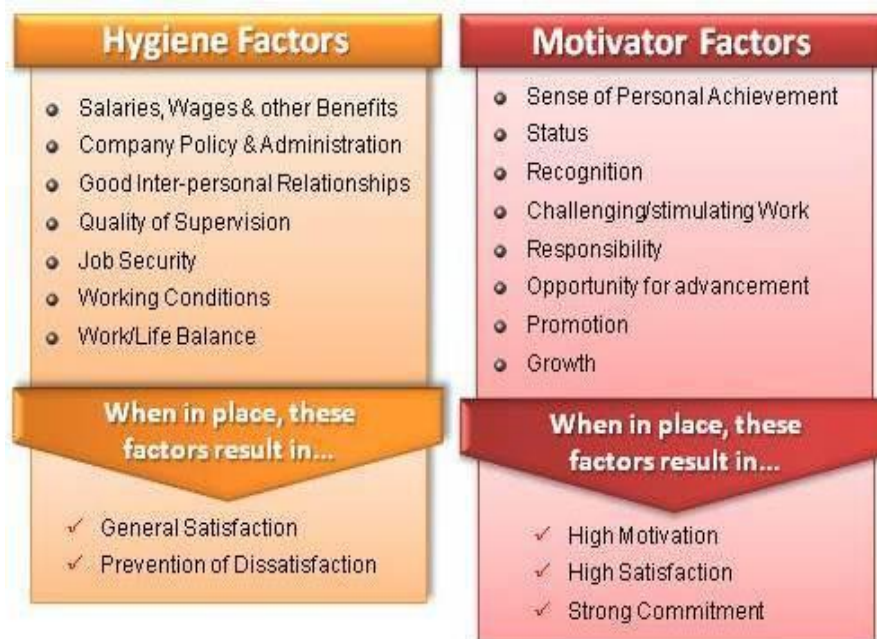


Figure 1.2

1.2.7    Managers can learn to motivate employees by adopting this theory. Human relation movements say that social concerns will motivate workers.

1.2.8    Top level management needs to know all the theories of motivation and should be in a position to apply it in particular circumstances.

1.3 **Retention of employees:** It is very important factor in HRM. In case of common employee, money can motivate them but in case of higher level managers, there are other factors which work for motivating them such as self-actualization, empowerment, decision making, power, quality of work life, flexible benefits, etc.

1.3.1 Motivational environment: Apart from above various theories of motivation what is required for retention of employees is the motivational environment in the organization.

Motivational environment consists of

1) Bench marking best in class HR practises

2) Developing quality of work life

3) HR communication.

4) Counselling

5) Employee empowerment.

6) Employee participation.

1.3.2 Bench marking: it is defined as a process of identifying, understanding and adapting outstanding practises from within the organization or from other to help improve the business. This concept is based upon the theme that "sees what others do and try to improve upon that". Best practises mean to follow in totality and not in part.

1.3.3 Quality of work life: It aims at integrating the socio – psychological needs of the people in the organization. However, some of the common phenomena have been listed here.

1) Flexibility – it implies flexibility of work schedule i.e. working hours. It may also include staggered working hours.

2) Job enrichment - it attempts to make job more interesting and challenging.

3) Opportunity for growth – employee would like to grow through his work. Suitable opportunity should be provided to him for his growth in the organization.

4) Participation – participation in decision making relating to his work.

5) Communication – both downward as well as upward communication should be effective.

Quality of work life gives a sense of job involvement, sense of competence and confidence about the job. It improves job satisfaction and productivity of the organization.

1.3.4    HR communication: Human resource department is the link between higher level of management and the various strata's in the organization. It communicates various facts to the prospective employees during selection process. It gives idea regarding the HR philosophies of the company. It also conveys HR policies, practises and procedure to all the employees. It also gives feedback of performance of the employees. It receives suggestions from employees. HR communication provides detailed information about employees and management. It removes misunderstanding which also helps in retention of employees.

1.3.5    HR Counselling: counselling is a sort of discussion with the employee to enable him to do the job in a better way. It has emotional contents. It is in the form of advice, discussion, re-assurance, communication, release emotional tension, clarified thinking and re-orientation.

In spite of the above measures taken by HR department to solve the problems of employees and encouragement provided to them by various means, company cannot solve each and every problem of all the employees nor can it satisfy them. Some of the employees do leave for their own reason. This is what we mean by employee turnover. Employee turnover includes both joining and leaving the employees.

On the one hand companies are facing the problem of over staffing which they would like to prone. On the other hand, they are facing the problem of employee turnover and busy in the developing the strategies.

1.4    **Employee Turnover**: Employee turnover is costly from the view point of employee and the organization. Employee cannot learn and benefit unless he / she stays in the organization for a long period of time. Neither organization can benefit from the employee unless it is able to retain him or her for a longer period of time.

1.4.1   Apart from the individual welfare of the employees, companies in these days go for well-being of all the employees as a group. In time, however, the term has acquired a broader meaning, involving to physical, emotional, mental and social aspects.

1.4.2   Some of the ways suggested by Wellness Council of America has been listed here.

Nutrition and weight management:

1) Encourage Employees to take a breakfast: Every dietician suggests that breakfast is very important in daily food. Healthy habits are now getting worse day by day. People don't take wholesome food. Cafeteria of the company should keep healthy items. It would increase the efficiency of the employees.

2) Encourage a healthy diet: Improper diet would increase the weight of the employee and may give rise to certain diseases. It would distract their attention from work to their health. Thus healthy diet in daily food is essential.

3) Post BMI Charts: To know the obesity status posting of BMI charts on the notice boards of the company helps employees to make them aware about it and will be able to initiate control measures for the same.

4) Provide good drinking water: Instead of soda pop machines, employer should provide clean and pure drinking water. Water is very important to human body so employer should encourage their employees to drink water.

5) Identify good and healthy hotels or cafeterias near to work place: Many a time people go for searching testy food. They may be unaware of the healthy foods. Companies should certify certain hotels which are providing good foods.

6) Effective dieting: To reduce the weight by dieting without precautions is dangerous to individual health. Certain companies offer packages such as 'reduce 10 kg weight in 10 dollars' you should not be victims to such advertisement. Unhealthy dieting will surely reduce the human energy. Therefore, proper precautions and guidance need to be taken for dieting.

7) Avoid high fat lunch: There is a craze for high fat lunch in America and other countries also. They spent high amount of money on fat lunch. It is dangerous for health. Companies should circulate literatures and advise for low fat lunch. Even they can appoint counsellors or dieticians   for advising proper diet food intake.

8) Provide multi vitamin food: Human body requires many vitamins and minerals. Employer should provide multi vitamin food. It should ensure that canteen supervisor or the contractor provides multi vitamin food in the cafeteria. It will keep employees healthy and efficient.

9) Provide cholesterol screening: High cholesterol is not good for the health. Therefore, it is necessary that company should organize medical camp to know the cholesterol level of employees. Each and every employee having low or high cholesterol level beyond the range should be advised to take proper diet, food and exercise.

10) Proper calcium intake: As per the age of the employee proper calcium intake is required for good health. It ranges between 1000 & 1300 mg. per day. Simultaneously proper control of weight is also necessary. Company should provide safety manual in this regard.

11)  Mostly 3/4$^{th}$ of the employees generally go for purchase of candy bars, snacks, chips and pastries. It is important to educate employees on nutrition including fat and right calories pasted on the front of such vending machines. That will encourage them to go for healthy food throughout the day.

12) Right type of fruits and vegetables intake: Majority death occurs on account of imbalance diet. It is recommended by FDA that 2 to 4 servings of fruits and 3 to 5 servings of vegetables must be there on daily diet.

13) Control on stress: For a common man, 50% of his time gets interrupted by uncalled for interruptions. It is essential that careful time management must be made. 80% to 90% interruptions are uncalled for and having little value. Educate the employees for effective time management. It should cover successful routine, prioritising of work and saying no when needed to get rid of stress.

14) Physical activity should be promoted: Instead of using elevators ask employees to use staircases while climbing. Exercise can be more effective if the office is located in a sky scrapper.

15) Be family friendly: Management should offer flexi time option to employees or part time or job sharing option may also be worked out. It would allow employees to give more time to their family. This will help in retaining good employees.

16) Helping depressed workers: There are some depressed employees in every organization. They can be treated and can be cured. Company can provide the information as to the places where such treatment is available. Counselling can also be provided to such employees on need basis.

17) Make a time for leisure: A quiet room may be provided in the company premises for relaxation.

18) Many employees become the victims of a crime during vacations. Company should help the employees to plan their vacations. Special training program may be arranged in this regard.

19) Number of divorce cases is on rise. This is basically because there is no meaningful communication happening with the spouse. Survey indicates that there is less than two minutes' communication with spouse in America.

20) Improve your employee's memories: Today speed of life is very fast. No. of events are occurring throughout the day. Thus it is difficult to remember all these activities. Give some interesting tips to employees to improve their memories.

21) Host Conflict Resolution Meet: Conflicts are happening at workplace which creates unhealthy relations and further raises stress level among employees. It will be useful if company organizes conflict resolution meet for the employees. This will help to reduce conflicts at the work place.

22) Day Care Services: Now a day it gets difficult to cope with the working environment in daily working life. It is better to start a day care facility at workplace. If it is not possible then at least provide the information of good day care centres available near to the workplace.

23) Educational Opportunities for your employees: Education increases career opportunities of the employees. Education may be related to the company / industry concerned or may be in general, who could improve the communication skills, general awareness regarding health, environment etc. It may be useful in day to day life of a person.

24) If you desire to make campus 'smoke free', you have to educate the employees in that direction. This requires enough time. Company has to monitor this from time to time.

25) Training through meetings: everyday lot of meetings are taking place in an organization. If you could partner two executives with departmental head, they will automatically learn the issues in the meeting. That will improve their communication skill, presentation skill and may enhance their confidence. You can discuss the problems, invite suggestions from them. If agenda is circulated beforehand, they will collect relevant data and suggest measures to solve the problem. They can offer their inputs.

26) Communication with employees: If you make a personal telephone call to your employees to chat will help employee to relieve their stress and improve their health.

Family / Safety:

27) Provide information regarding the safety of swimming pool and swimming lessons / information.

28) Fire safety: Fires and burns account for 70% to 90% of deaths in residential fires. Smoke detectors installation can prove useful in prevention of these deaths.

29) Provide proper Personal Protective Equipment (PPE's): Large amount of work injuries are caused because of non-availability or non-use of safety equipment. Employees must be trained to use the safety equipment and its use must be made compulsory for their own safety.

30) Driving Skills: Motor vehicle injuries are the major cause of deaths in children and young adults. Company should give information regarding best training schools in the nearby areas.

Those who possess less driving skills should be asked to attend the driving classes. This will increase their confidence in driving and help to reduce number of deaths due to lack of necessary skills in driving. It will also help to reduce the insurance premium.

31) Increase fire awareness: Cooking is the major cause of home fire and injuries resulting from it.

32) Home safety: Majority cases are happening of household burglary and selling of cars.

33) Seat belts, driving under influence of alcohol: Seat belt is a life saving device which must be worn while driving cars. It is also dangerous to drive vehicle under influence of alcohol. Employees should be made aware to wear seat belts and not to drive vehicle under influence of alcohol.

34) Proper attention must be made towards noise levels exceeding 90 decibels at the organizations work place. Proper safety device to measure and control the noise level, should be installed in the company. Fire and safety courses should be conducted and employees are encouraged to attend for their own safety.

35) Class on parenting: Today majority of the children live with employed mother. Raising kid is a tough business. Company should hold parenting class at least once in a quarter. It is very useful to young parents. It even helps to increase employee productivity.

36) Make warning signs of cancer well known to employees: Deaths due to cancer are rising day by day.

37) Company should prepare a checklist on topics such as roadside emergency, keeping first aid keep it handy in your car, safe driving tips and so on.

Financial Wellness:

38) It is important for the employees to educate them how to invest properly who would improve their wealth and well-being. It would help the young employees to become financially wealthy and old employees may go for alternative strategies for investment for retirement.

39) Provide budgeting information: To keep the spending within budget limits, employees must be taught to prepare the budget. Provide safety tips regarding use of ATM cards. Educate employees the importance of saving money especially if they are laid off. Train them how to buy automobile and educate how to live debt free life.

Programming:

40) Recommend mammography as cases of breast cancer are increasing and discuss prostate screening: Prostate cancer accounts for large number of deaths in men. Most of the employees routinely use computers to do their work provide proper keyboards and chairs in reducing pain and discomfort

41) Promote dental hygiene: Many adults have dental problems. By promoting good dental hygiene employees feel comfortable for dental visits and are healthy. Institute companywide flu vaccine as many of the employees suffer from influenza and try sending out weekly wellness bulletin which will surprise you with better results.

42) Foster friendly environment: It is experienced that loneliness and isolation increases likelihood of diseases and premature deaths. Foster a friendly environment so that employees will not suffer from stress and depression which will lead a healthy life.

1.5 **Healthy workplace and well-being**:

This nation has developed over the years. It came from various disciplines (e.g. medicine, occupational health, psychology). It also came from various literatures such as epidemiology, health promotions, positive psychology etc. Earlier it was mainly related to physical safety of employees, focussing on the physical environment and on employees' physical safety at the work.

Now it includes health promotion programmes also. Due to the emergence of organizational initiatives it cantered around employee's lifestyle and behaviour (e.g. smoking cessation programs, weight loss programmes). Recently it also includes broad psychological aspects of well-being at work (Burton 2009, Kelloway and Day 2005a, 2005b, Kelloway, Teed and Prosser, 2008).

1.5.1       Physical Environment: It was referred to occupational health and safety domains. It was aimed at eliminating hazards like poor air quality, noise, and poor ergonomic designs. It was also aimed at machine safety, electrical safety etc. Lighting, temperature, noise and air quality all have the potential to create employee stress, lading to negative stress effects.

1.5.2       Health Promotion: Copper and Patterson (2008) argued that it is generally accepted that occupational health has three primary goals, in terms of preventing occupational disease, attending to workplace medical emergencies, and assessing employees' fitness to work.

However, they also argued that what previously has not been accepted as main stream, occupational health is the branch of medicine which deals with health promotion and well-being (Cooper and Patterson, 2008, P. 65). They argued that conceptualization of a healthy workplace needs to include health promotion.

Data clearly indicates that the cost of unhealthy employee lifestyle to employers is very alarming. For example, it is estimated that every smoker in Canada costs their employer approximately $3400 every year as a result of decreased productivity, absenteeism and increased insurance claims (Hallamore 2006).

In their meta- analysis of 25 studies on smoking, Kelloway, Barling and Weber (2002) found that compared to non-smokers, smokers missed an average of 207 more days of work each year, representing a 48.25% increase rate of absenteeism for smokers and the difference seem to be stable across countries.

Similarly, in their Mata-analysis of 29 studies, Weng Ali and Leonardi-Bee (2003) found that smokers missed an average of 2.74 more days of work each year than did non-smokers.

Obesity has been the recent target of organizations not only to improve employee health but also to reduce employee cost.

Research suggests that health promotion programmes may be able to reduce employee health risks and thus reduce cost of unhealthy employees, proving to provide a good return on investment (Bertera 1990, Mills Kessler, Cooper and Sullivan 2007).

1.5.3    Psychological Environment: Attending to physical work environment, ensuring safe work practices and incorporating health promotion programmes all are important to the health and safety of employees.

Moreover, researchers and organizations are incorporating other well-known psychological demands and resources into the conceptualization of a PHW.

Sauter Murphy and Hurrel (1990) outlined NIOSH'S National strategy for prevention of work related psychological disorders. They argued that "the work environment is generally viewed as a threat or risk factor" to the physical health and safety of workers and "can have adverse consequences for mental health". They identified six psychological factors to employee health they are:

1) High workload and pace

2) Rotating work schedules and night work

3) High role stressors

4) Job insecurity and career concerns

5) Poor interpersonal relationships and

6) Job content that provide little stimulation and meaning

Hurrel (2005) argued that most psychological initiatives tend to focus on the first two categories of reducing workloads and improving work schedules and process.

Concept of psychological healthy workplace, Kellway and Day defined PHW as workplace that not only aim to reduce negative demands and stressors but also promote organizational resources to improve well-being.

1.5.4    Work Life Balance:  Employed individuals struggle to achieve a balance between their work life and their home life. Examples of work life balance initiatives include flexi time, telecommuting or assistance with child care or elder care.

Some researchers emphasize that in addition to adopting formal work life balance initiatives, the informal role of the organization in aiding the work life balance of its employees is also important. Supportive role of managers is necessary.

1.5.5    Growth and Development: Industries have become more knowledge based, which make it important for employees to continuously learn and update their skills (Burke and Ng 2006). Providing opportunities for employees to expand their knowledge, skills, abilities and experiences has also been suggested as a contributor to the well-being of employees (APA 2009, Grawitch 2007, Pfeffer 1998).

1.5.6    Employee Safety: It aims at initiatives enhancing and protecting well-being of employees through the physical environment (APA 2009) and represents the original concept of "healthy workplaces".  Safety can be made through the voluntary efforts of the organization or the government may make certain things mandatory.

1.5.7    Employee Health: It is concerned with preventing and treating employee health risks and problems as well as encouraging employee positive health through promoting employee health cycles and behaviour choices e.g. Nutrition classes, access to fitness facilities, wellness programmes (Griffiths and Munir 2003).

1.5.8    Culture of Support, Respect and Fitness: It all depends upon practices followed by the organization. Initiatives aimed at supporting respecting treating the employees with fairness. In general, it is important for the organization to provide employees with support, resources and respect that are needed to function productively and effectively (Harios and Axelrod 2008). More research on how particular aspects of support, respect and fairness can enhance the healthiness of a workplace would likely prove to be useful.

1.5.9    Healthy Workforce: The key workforce health trends continue to emerge in most developed economies: as aging workforce, a "pension crisis" leading to longer working lives and the growing burden of chronic disease, all of which contribute towards an increased risk of chronic illness across the workforce. Impact of these drivers: reduced productivity early labour market withdrawal increased health care costs, reduced tax revenue, increasing welfare spending, increase burden on families and carers and increased level of social exclusion and poverty.

Investment in "good work" to foster employee health, well-being and resilience is critical not only to support individual health and well-being but to relieve the burden of ill health on economies.

Focussing on seven aspects i.e. reduced sickness absence, reduced accidents at work, increased employee retention, increased employee engagement, increased labour productivity, improved employer 'Brand' and increased employee resilience are the result of investment into health and well-being.

1.5.10    At this moment psychology can play an enormously important role. We can articulate a vision of the good life that is empirically sound and at the same time, understandable and attractive. This would explain what actions lead to well-being, to positive individuals to flourishing communities and to just society.

1.5.11    Work Life Balance: This has improved the health and well-being of workers, their families and organizations. During the times of change, innovation and economic and financial crisis, concept of empowerment in organizational settings is receiving an increasing amount of research attention. The competitive global environment requires employees to utilize their capabilities and their full potential.

In difficult times, many organizations require their employees to be highly motivated, proactive, and responsible and innovative and motivated. Instead of just "doing one's job" employees are expected "to go extra mile". i.e., organizations need engaged employee. Empowerment is a kind of driver of work engagement and motivating employees.

1.5.12    Empowerment concept: It is generally thought of an individual learning process - especially during organizational changes – in which an employee reconstructs his or her ways of thinking and acting (Suominen, Savikko, Kivinixmi, Deron and Leilo Kilpi, 2008). As a result, employees feel confident that they can successfully execute certain action during the organizational changes. It is related to the feelings employees always have the opportunity to use their capabilities and the power and responsibilities they have in their jobs (Suomoimen, 2008).

16

Empowerment can be defined in terms of encouraging and allowing individuals to take personal responsibilities for improving the way they do their jobs and thus contribute to the organizational goal (Chutterbuck, 1994)

1.5.13    Psychological empowerment:   It is a process in which individuals feel confident that they can act and successfully execute certain kind of actions (Suomoimen, 2008). It consists of verbal, behavioural (i.e. ability to manage in the job to work with colleagues in groups, identify problems that need to be solve and learn new skills and to handle more challenging job) and outcome empowerment (i.e. the ability to help colleagues and superiors to improve a change the way work is done and to increase the effectiveness of the organization (Irvine, Leatt, Evens and Baker 1999 and Suomoimen, 2008).

Empowerment is the intrinsic motivation to perform task. It has four components. i) competence: it is the individual's belief in his capability to be effective ii) impact.

1.5.14    Consequences : work empowerment tends to generate positive organizational outcomes, such as organizational committements ( Hung, Inn, Liu, and Gong 2006, Laschinger, Fingan and Schmian 2001), employee loyalty (Nichoff, Moorman, Blakely and Fulter 2001), organizational trust, justice and respect (Laschinger, 2001), organizational learning capability ( Bhatnagar, 2007), work and organizational performance, productivity and the success at the individual and team levels (Chen 2007) and organizational citizenship behaviour (Walumb 2010).

1.5.15    Empowerment and engagement at work: employee empowerment is an individual employee's cognitive, emotional and behavioural state directed toward desired organizational outcomes. Engagement is a positive, fulfilling work related state of mind i.e. characterized by Vigour, dedication and absorption (Schamfeli, Salanova, Roma and Baker 2007). However, we think that work engagement is independent from, although positively related to, other constructs such as satisfaction, commitment, involvement and empowerment.

Maslach and Leiter's (1997) model suggests that higher level of empowerment would be connected to greater fit within the five areas of work life (i.e. work load, control, rewards, fairness and values) which in turn would lead to greater work engagement. Additionally, rewards, fairness and value congruence had a direct effect on work engagement.

1.5.16    Employee development and growth: the development of human capital is critical for both employee and organizational success. Both the factors are critical to ensure that individual engaged in learning resulting in growth and well-being and create a healthy work place

1.5.17    Employee recognition: employee recognition program may have positive or negative outcome. It will depend upon whether we are looking upon individual level, team level, organizational level and the community level. Empirical studies show that employee recognition can enhance motivation and productivity, however small number of studies shows that it may results in un-intended negative consequences.

1.5.18    Culture, communication and making work place healthier: cultural change is most often being viewed as time intensive process with multiple steps and level of assimilation. Leaders should not expect to change a culture with few communication messages.

As highlighted in the Deloy and Southern 1999 model, an organizations ecology -  its interpersonal relationship and person – environmental relationship – must be considered, studied and continually monitored to addressed and affect change over time.

Prudent leaders should recognize that organization's verbal sense of giving messages can be reinforced or undermined by what its managers might be communicating non-verbally.

Consistent messages can help employees understand the priority and relevance of the change and thereby facilitated personal behaviour change.

Prudent leaders attempting to implement changes towards healthier organizational culture would do well to keep these tenets of communication and integrated intervention planning in mind as the embark on the journey of developing new policies, programs, procedures and communications to cultivate a health oriented organizational culture.

1.5.19    Leadership and climate in a psychologically healthy work place: research has confirmed the role of transformational leaders in ensuring successful change processes. Bommer 2005 found that overtime, transformational leadership led to followers being less cynical about change. The relationship was particularly strong in terms with high level of cohesion, supporting the nation that leaders can most easily exert transformational leadership behaviours that encourage followers to work forward for the betterment of the entire group, if they a team that are closed and feel part of a group (Wu 2007)

Combining rational and behavioural perspectives, Carter 2012 found that transformable leaders ensured high level performance and organizational citizenship behaviours during organizational change due to their ability to create high quality relation with their followers.

1.5.20    Unions and changes in work life, new challenges and new opportunities: as the contents of work takes on different forms, employees working with less clear objectives and tasks formulated as they are being carried out (e.g. In service jobs), along with the possibilities afforded by technology to work anywhere and anytime, there is employees over-committing themselves and in terms experiencing stress and ill health. In fact, alongside the changes from the industrial work, to knowledge work, there has been a shift in the types of health complaints which are called as occupational health risks; employee poses a risk to psychological health. There is a new role to unions as unions have the best interest of the employees at heart; unions are in a unique position to act as well-being advocates in the work place.

1.5.21　　CSR and psychologically healthy work places: a vibrant body of research has explored the relationship between CSR initiatives and key indicators of physically healthy workplaces. There is some acknowledgement that organizations socially responsible and irresponsible actions can contribute to, or in absence of detract from, psychologically healthy work places, both directly and indirectly (Rupp, Ganapathi, Anglera and Williams, 2006) and data from several studies clearly and refine this effect.

Around the world organizations are being held accountable for their actions. In response, more organizations are becoming socially and environmentally responsible. As formal CSR practices and policies are adopted, researchers are now investigating their individual level consequences. Initial finding from this research are encouraging and have identified some of the beneficial effects of CSR on key indicators of psychologically healthy work places and employee psychological health.

Nevertheless, more research on this topic is needed to understand a) how employee involvement in CSR can contribute to psychologically healthy workplaces b) Mechanisms through which CSR has the positive effects and c) the conditions under which CSR initiatives have stronger / weaker effects on psychologically healthy work places. As these questions are answered, a more nuanced understanding of the benefits of CSR will be gained, and organizations will learn how, when and how socially and environmentally responsible actions can positively affect their employees. Result will be more sustainable world and more psychologically healthy work places.

1.5.22　　Designing Healthy Workplaces: Although many components of healthy work have been repeatedly supported in the literature, some new components may also be emerging and healthy workplace strategy must be designed to fit an organization's unique history, culture, market conditions and employee characteristics (Love 2004).

High performance work systems are a key to organizational well-being, but they are not universal. Organizations must be willing to spend time and money in developing practices that meet the needs of the individual in question. Companies must also realize that workforce transforms, so do the specifics of a high performance work system. Employee involvement and recognition, growth and development, work life balance and employee health and safety can only be achieved if high performance work system components are customised to satisfy the needs of the constituents involved. Only when companies understand this, high performance work systems lead to workplace.

1.6 **Creating a helping organization**

Apart from many measures suggested here for the purpose of creating well-being at work places, one of the ways suggested for promoting employee performance, ensuring growth of employees and also well-being of the employees and simultaneously ensuring the growth and prosperity of the organization is creating a helping organization.

Whether today's organizations are able to promote employee performance and business growth along with employee well-being or they are taking a toll of employee's well-being in the pursuit of business growth and performance. It is quite possible that employee well-being may be impaired in the pursuit of business growth. It might have been done unintentionally.

Corporations fail to take the notice of these facts and its severe impact on the well-being of employees and ii) the expectation of speed and size of production have left behind the humanness. Organizations feel that they are doing a lot to support the employees; however, employees feel that they get little support from the organization.

One of the General Manager of a big corporate in India rightly said if you work for 16 hours a day for employees, they would work for 8 hours a day effectively for the organization.

Organizations need to understand their employees better in the changing context. Here is the need for 'crating a helping organization'.

1.6.1      What is helping Relationship? It is evident that Indian employees would like to find more functional use of their talent and inner resources.

1.6.2      Where from this help can come from? It can come from the immediate manager. But given the significant pressures that manager carry, they can at best be one of the many helping relationships the employees can reach out to, but not the only one.

In his landmark work titled "Essentials of skilled helping, managing problems, developing opportunities" Gerad Egan Classified helpers into three categories – formal helping professionals like counsellors, psychiatrists and psychologists.

Other professionals like organizational consultants, dentists, doctors, lawyers, nurses, teachers and managers who often deal with people in times of crisis and distress and all others who try to help themselves and others, including relatives, friends, acquaintances and even strangers, come to grips with problems in living.

In India people have mostly relied on informal sources of help such as families, friends, mentors, teachers, religious gurus and their social committees seeking help from formal sources like counsellors, therapists' psychiatrists and psychologists have been very limited for years.

It has become increasingly important for organizations to help in and make available not one but multiple layers of help, so that employees can seek out and use the one that most appropriately fulfils their varied needs.

Such help in needed to mitigate the problems of employees in regard to many things like lifestyle diseases, stress inducted depression, the strand of evidence about suicides. It is also required in case of distress in marriages and relationships, when workforce is unwilling to commit.

There are also cases where there is breakdown of Employer-Employee Relationship. There is a situation where employees are thinking regarding longevity in careers and questioning meaning in their present jobs.

There are organizations which are looking for cost advantage by replacing higher paid employees with junior employees.

The lack of emphasis on specialization and lack of premium for functional excellence in many businesses has come to mean that everyone to excel in managing or find themselves left behind. Many with a technical or specialist orientation are finding themselves at serious cross road. All such employees are greatly in need of help. That needs employee assistance programme and company sponsored counselling support.

1.6.3     The Macro-System Culture:  It represents the culture in which employees live. Culture content includes the national cultures and sub cultures in which employees live. Cultural content includes national culture and sub cultures business cultures, social developments, global conditions like globalization and outsourcing and so on. This also includes identity confusions, value reorientations and so on. While values and cultures finally permeate the micro system, they start at his macro first.

1.6.4     Who needs such support? Such support is mainly required between the age of 25 and 45. They are the employees who make things happen. Within this broad age segment of employees, there are two sub segments of employees that seem to be needing help the most based on available insights, women and domestic migrants.

i) Women Employees: Women form almost 50% of the total population. In India, education of women is on the rise and so the % of employment. Women by nature are having more problems than men. According to world health organization, irrespective of socio-economic levels, the multiple roles that women fulfil in the society put them at greater risk of experimenting mental and behavioural disorders than others in the country. The burden of playing multiple roles like wife, mother, homemaker, caregiver to children adds to the stress and pressure. After the arrival of baby many people suggests that women should give up working. At that stage organization need to help women manage the critical transition through counselling and mentoring support.

ii)_Migrants from villages: Another group of employees who migrate from villages to urban areas they have to find house first and then good job. They have to accommodate to the urban style of working. Many lack social skills and unaware of etiquettes resulting in low self-esteem and the inability to make an impact.

They also experience serious cultural differences. Worst thing is that they are not able to share these issues with their parents and they cannot go back to their villages. Living in isolation without anybody's help, lead them to depression.

Economic progress of our nation depends upon human capital. That is why organizations must help them in multiple ways to come out of depression may be by mentoring them, counselling them and solving their various difficulties. Organizations may give special training to such people in order to bring them up on par with other employees.

1.6.5 Areas in which employees need help: Employees need help in many respects such as relationships, parenting, health and finance. In relation to working they need help in raising their performance, making their career, balancing workplace relationships and handling their grievances. They also require help in the matter of communication and international skills, decision making and critical thinking skills and self-management skills.

1.6.6 A little help in living life: Organizations are constantly changing the rules of the game, the formulae for success, the business models and systems. Employee need help to master these changes and continue to contribute as effectively; whereas in the area of performance that employees turn to help their managers.

Managers who choose to help their employees succeed end up making a difference. Those pre-occupied with mere task accomplishment, end up adding to the employees' performance problems. In retention, only solving the problems of employees does not help, it requires that manager should manage the career of employees / their subordinates. Career means grappling with issues around the satisfaction they derive from their work.

1.6.7    Helping employees to adjust in the workplace situations: The inability or difficulty in adjusting with new organization, getting along with a new manager, peers and subordinates are some of the issues an employee face. Here the help of the manager is extremely important. Solving the grievances of the new employee is very important for the organization also. Employees who are aggrieved must have the benefit of access to the helping relationship so that they can ventilate and find redressed.

1.6.8    Developing life skills: Counsellors who work with employees across age groups reveal that helping employees with deficiencies in these areas is very significant part of their practice. Presented on stress, low levels of confidence or feeling inadequate, feeling indecisive, finding it difficult to say no & get along with co-workers.

It is interesting to know that colleagues, immediate manager & HR department are the preferred sources for workplace needs. Close friends, family members & mentors are used very often for any problem, to which one can talk without fear. Whereas least preferred sources are religious sources, professional sources & HR department. There is clear evidence that help actually works helping relationship in both therapeutic & developmental contents to make huge difference.

The impact that a manager can make by engaging in a helping relationship is also well established. Employees need of a varying nature; they will benefit in equal measure from friends and their immediate communities as they will from coaches, mentor's therapists, counsellors and managers. The job of organization is to make these layers of help available and accessible.

1.7    **Key Terms:**

1.7.1    **Workplace Environment**:

These are the processes, tools or conditions in a workplace that impact favourably or unfavourably on individual performance. Work environment also includes policies, rules, culture, resources, working relationships, work location and internal and external environmental factors. All of these factors have impact on employee's motivation, performance level, health and productivity.

It is said that "in positive work environment a marginal performer's output goes up & in negative environment, good performer's output goes down" … from Research paper on 'A study on the impact of work environment on employee performance by Ms. Bindu Anto Ollukkaran & Dr. Rupa Gunaseelan published in Namex International Journal of Management Research volume 2, issue 2, July – Dec 2012.

### 1.7.2 Functional Definition of a Manager:

Manager is a person who manages or is in-charge of something. Manager can control departments in companies, or guide people who work for him. Manager must often make decisions about things. Manager is an individual who is in-charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her…. from Wikipedia

### 1.7.3 Excellent Performing Managers:

Excellent performing managers are assets of the organization. They motivate people, makes people feel good, appreciate from time to time, under promise & over deliver, makes sure each employee knows what's expected, offer goal oriented feedback, delegates authority and responsibility, keep their doors open always, listens carefully, and treat everyone equally …. from Wikipedia

Those who perform excellent in an organization are normally been called as excellent performing managers.

### 1.7.4 Measuring Instruments for Performance of Manager:

Employers measure performance of their employees including managers through variety of tools and techniques. Some of the tools commonly used are 1) Key Performance Indicators, 2) Performance Appraisals including 360-degree feedback, 3) Mission & Vision Statements. 4) management Dashboards, 5) Balance Scorecard … from Bernard Marr – The Top 5 Performance Tools: published on May 22, 2014 featured in Leadership management.

# CHAPTER – 2
# LITERATURE REVIEW

2        Researcher has taken a review of number of books related to well-being. Researcher has also studied the relationship between well-being and employee engagement through different research papers. Researcher has also studied the impact of work environment and employee performance. He has also studied the relationship between work environment and productivity.

Researcher has also studied the research papers relating to workplace environment and its impact organizational performance in public sector organizations. He has studied the literature of 'World Economic Forum' which is committed to improving the state of the world.

In one of the papers 'The workplace alliance investing in a sustainable workforce' prepared in collaboration with Boston Consulting Group, in the preface they said (Michael B McAlister and Robert Greenhill) 'we firmly believe that global collaboration of employers working together will deliver powerful insights and make workplace wellness part of the solution to the human capital challenges employers are facing today.

The alliance has the potential to become a powerful contributor in the arena. For this reason, we are committed to further developing the alliance momentum increasing relevance and stabilizing sustainability of practices and seeking a path to closer integration in the working place wellness space. What is needed to bridge the gap between employees' expectation and employers' expectation is 'creating a helping organization'.

Ganesh Chella the author of the book 'creating a helping organization' (Engaging ways to promote employee performance, growth and well-being) has beautifully suggested the strategies, based on his research, how to promote employee performance, growth and well-being.

Dr. Santrupt Misra has rightly commented on the book that 'Ganesh Chella briefly brings his decades of experience to empower people to build a bridge between human welfare and organizational performance. He explored the myth of driven people and driven organizations by gently opening up the soft underbelly of both. It is done in a manner that only Ganesh Chella could have done, with his deep sense of personal values and insights into human relationships formal and informal.

2.1 **Brief concept of Well-being:** Well-being is not just about being wealthy or successful and it is certainly not limited to physical health and wellness. Wellness is about the combination of our love for what we do each day, the quality of our relationships, the security of our finances, the vibrancy of our physical health and the pride we take in what we have contributed to our communities. Most importantly, it is about how these five elements interact.

The first element is about how you occupy your time or simply liking what you do every day your career building. The second element is about having strong relationships and love in your life: your social well-being. The third element is about effectively managing your economic life: your financial well-being. The fourth element is about having good health and enough energy to get things done on daily basis: your physical well-being. The fifth element is about the sense of engagement you have with the area where you live: your community well-being. (Well-being the five essential elements – Tom Rath, Jim Harter; Gallup press).

Researcher has reviewed many research papers. One of such paper is 'well-being at work – overview and perspective by Paul Schuite, PhD, Harri Vainio MD PhD. This paper provides an overview and perspective on the concept of well-being at work. Well-being is a term that reflects not only on one's health and satisfaction with work and life and is summative concept that characterizes the quality of working lives, including occupational safety and health (OSH) aspects.

It may be a major determinant of productivity at the individual enterprise and social levels. Based on review of literature and recent conference, we suggest a model linking workforce well-being, productivity and population well-being.

To appraise validity of model 5 questions are asked.

1)    Is there robust definition of workplace well-being? Numerous definitions of well-being exist. Definition given by Waddell and Burton is 'It is the subjective state of being healthy, happy and contended, comfortable and satisfied with one's life. It includes physical material, social, emotional (happiness), and development and activity dimensions. A more expansive definition also cited at the Helsinki Conference is 'flourishing employees achieving their full potential for both their own benefit and that of the organization. There is a relatively large literature on well-being in psychology involving three areas such as 1) displeasure – pleasure 2) anxiety – comfort and 3) depression – enthusiasm.

There are also definitions in the field of economics, medicine, and health. Although, there is no consensual definition, efforts have progressed to develop tools to measure well-being. One self-evaluation tool developed by the Finish Institute of Occupational Health is currently being tested in various companies and may serve a useful means of bench working well-being at work.

2)    Have the variables that influence well-being being aptly described? There has been some informative research on determinants of well-being. Warr identified three categories of determinants: work related life style, and personality.

Workplace has also categorized in terms of context (work) context free. Of particular importance is the need to assess how adverse work conditions affect well-being. More research is needed on the determinants and consequences of well-being at the individual, organizational and social levels and such research should aim to quantify the determinant factors.

If the research is to be useful for guidance and regulation, the relation between hazards to well-being and the exposure to them will need to be characterized so that risks can be anticipated over a range of exposures (work conditions and characteristics) or so that at least some analogistic approach to exposure – response characterization could be developed to discriminate between the levels of threat to well-being.

3)      What is the nature of evidence linking well-being to productivity? Considering the role of well-being and productivity, it can be assessed at the individual level, enterprise and national levels and multilevel analysis will be ultimately being necessary to get a comprehensive view of all the important determinants and relationships. Secondly at the individual level, there is concern that linking well-being to productivity may devolve to 'blaming the worker' for the poor performance of the enterprise without examining all the other major factors including employers' responsibility. Consideration of productivity in relation to well-being should include addressing workers' potential, aspirations and satisfaction as well as the ability to accomplish work satisfactorily.

4)      What is the state of knowledge on the effectiveness of interventions to promote workplace well-being? Research will need to be conducted on how to influence the determinants of well-being and the effectiveness of their intervention. It is still more difficult to research on non-health components (e.g. satisfaction with one's life and their economic impact). Most workers are employed with SME having fewer resources and expertise. Research must be focused on SMEs to cover major portion of working class. Among SMEs, units must be differentiated based on their resources and capabilities and limitations in business.

5)      Should interventions aimed at improving well-being at work focus more than work related factors? Extensive body on research has shown that line between work and non-work related hazards started diminishing. Transition is needed from recognizing solely occupational hazards to recognizing all the factors that affect the health and well-being of workers.

Addressing well-being at work, the research needs are significant and still many queries are unanswered, need to be investigated further.

Wellness in the workplace 2011: An Optum health - Research Study has given certain suggestions. Ensure that the right mix of wellness programs to address employee needs leverage claims data. Incorporate a variety of delivery methods and provide an integrated experience to make program convenient for employee participation. Consider using incentives if your organization is not currently leveraging them start slowly with staged approach that begins with simple goals, such as participation more towards more complex strategies as you're your program matures. To maximize effectiveness, ensure that incentive levels and types are well matched with the effort required of employees. To maximize engagement, be sure your communications are tightly targets, and they address the needs of your audience in ways that are personalized and meaningful. Consider leveraging onsite events and biometric screenings to identify and educate and drive them to resources to manage their health. Almost half the companies surveyed have no formal, written wellness program plan. Companies who do not have a plan should leverage their external partners and internal resources to develop a strategic plan, set goals and measure year to year results.

Defining Workplace Programs, a Rapid Systematic Review: by Jule A. Hind and Michael J Ronse, Ivey Business School at Western University, London. In this white paper researchers have tried to make near one definition of the term wellness program at the workplace. the definition typically include activities related to health promotion and disease management. Out of number of studies made, the top five components recommended for successful wellness programs are:

1) Organizational leadership
2) Health risk screening
3) Individual tailored programme
4) Supportive workplace environment and culture
5) Comprehensive program design

Although each of these elements was found to contribute to successful programs, it is necessary to see the degree or the extent to which, these components contribute individually.

Conceptualizing well-being in the workplace: Stafenia De Simone, Researcher in Organizational Behaviour, Institute for Service Industry Research, National Research Council, Naples Italy, has published a paper in International Journal of Business and Social Science (Vo. 5 No. 12; November 2014). In this Researcher has given number of models of the term well-being. The term is gaining more and more importance. It is the absence of disease. It has a broader meaning which includes physical emotional mental and social aspects. The higher level construct of overall well-being at work adds social and eudemonic well-being components. It is the way to conceptualizing and measuring well-being in the workplace. Researcher has given three models.

1) Subjective Well-being: It describes overall experience in life and reflects a person's self-desired happiness. Subjective well-being includes positive attitudinal judgements as well as the experience of positive and negative effect.

2) Eudemonic Well-being: Number of constructs in organizational behaviour display at least partial overlaps with eudemonic well-being. These include job involvement, work engagement, thriving flow and intrinsic motivation, meaning in work.

3) Social Well-being: It consists of feeling embedded in meaningful communities and having satisfying short term interactions and long-term relationships with others.

The real importance of this concept for scholars, researchers, managers and executives is quite clear, given the link to everyday work and life experiences of all organizational members. Literature from different fields, such as organization behaviour, psychology and medicine, contribute to a unified understanding of well-being in the workplace. In fact, both models presented draw from an interdisciplinary perspective.

New Economic Foundation (Well-being at work – A Review of Literature): New Economic Foundation (NEF) is an independent think-and –do tank that inspires and demonstrates real economic well-being of employees. Nuffield Health is an organization which is always reviewing current thinking and tries to improve the practices in place. Nuffield has contributed this report in order to enable organizations to foster employee well-being. Key findings of the research report are narrated here.

1) Personal Resources: Health and vitality

Many studies revealed that strong positive association between physical activity, particularly regular physical activity and well-being outcomes, including good mood, mental well-being, life satisfaction and subjective well-being. Healthy eating is associated with improved subjective well-being. The role of sleeping and vitality has important role in the dynamic model of well-being, with sleeping problems associated with a range of negative impacts, including lower life satisfaction, lower level of positive emotion and higher level of negative emotion.

2) Organizational Systems: Job Design

2.1) Fair pay – Income serves material needs and also satisfies status needs. Higher pay gives higher well-being whereas lower pay gives lower well-being to employees.

2.2) Environmental Clarity – Sharing information and communicating well is positively associated with well-being. Achievable job with clear goals leads to job satisfaction and morale.

2.3) Management Systems: Good quality of feedback is positively associated with well-being.

2.4) Functioning at work – There is a positive relationship between employees perceiving their jobs as matching their skills and desires is associated with higher well-being.

2.5) Experience of work – Experiencing positive feeling at work, has positive impact on well-being at work.

3) Management System:

Good quality feedback is positively correlated with several aspects of well-being. Positive managerial behaviour towards staff is strongly correlated to various aspects of well-being. It includes appreciation and support for workers / employees work.

4) Work Environment:

Having safe, danger free and comfortable physical conditions of work is positively correlated to well-being. Poor physical conditions are negatively correlated with job satisfaction.

5) Functioning at work:

Evidence shows that positive relationship between employees perceiving their job as matching their skills and desires is associated with higher well-being as well as with lower stress.

6) Sense of control:

Degree of control or autonomy at work is positively associated with job satisfaction. Absence of autonomy could have negative influence on job performance. Some findings reveal that too much control or too little control would negatively affect the well-being.

7) Experience of work:

Experiencing positive feeling at work has been shown to have a positive self-reinforcing impact on well-being at work, which improves the performance of staff.

Key findings regarding well-being at work given by New Economic Foundation are narrated above.

Adam M Grant Asst. Professor at University of North Carolina, Marlys K Christianson PhD student at Michigan University, Richard H Price Professor of Management and Organizations at the University of Michigan wrote an article with views to through light on effects of managerial practices on employee well-being. They wrote a research article "Happiness, Health, or Relationships, Managerial Practice and Employee Well-being Trade-offs". Human Resource Managers regularly monitor employee well-being through surveys. Research shows that employee well-being is an important aspect for organizations.

Employee well-being has a significant impact on the performance and survival of organizations by affecting costs related to illness and health care (Danna and Griffin, 1999), absenteeism, turnover and discriminatory efforts (Spector, 1997), organizational citizenship behaviour and job performance. Accordingly, managerial practices ranging from work redesign and incentive compensation to team building and safety initiatives are often structured with the explicit goal of improving performance by increasing employee well-being. Managerial practices affect:

i) The psychological well-being of employees by shaping their jobs and lives (Judge and Watanabe, 1993)

ii) The physical well-being of employees by influencing their health, in terms of outcomes such as cardiovascular disease, blood pressure and work place accidents (Danna and Griffin, 1999)

iii) The social well-being of employees by providing opportunities for interpersonal relationships and by treating employees with varying degree of fairness ((Kremar & Tyler, 1996)

Research on work redesign practices shows that enriching jobs to increase stimulation and challenge typically increases job satisfaction but often causes physical strain (Campion and McClelland, 1993).

Similarly, job rotation serves to make work interesting by providing variety but can enhance stress and strain by placing higher demands on employees (Martin and Wall, 1989). The purpose of this paper is to call attention to the importance and prevalence of these well-being trades offs and examines how they can be mitigated.

We define well-being more broadly as the overall quality of an employee's experiencing and functioning at work (Warr, 1987). The holistic definition is based on the health care, philosophy, psychology and sociology literatures which coverage on the core dimensions of well-being: psychological, physical and social. There is surprising agreement across these disciplines about the core elements of well-being.

Health care researchers use the term health to describe "A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (World Health Organization, 1946),

Similarly, philosophers have suggested that well-being, consists of person's psychological, physical and social functioning (Nassbaum, 2001; Sen 1993).

Psychologists have developed a proposal for a national well-being index that includes psychological, physical and social parameters in order to capture a person's well-being in it's entirely (Diner and Seligman, 2004) and socialist have offered similar conceptualisation (Allardt, 1993). Psychologist and other social scientists have devoted several decades to the study of psychological well-being, which focuses on the subjective experiences of individuals.

Psychologist tends to focus on two components of psychological well-being: hedonic and eudemonic (Ryan and Deci, 2001). Hedonic component is concerned with subjective experiences of pleasure. Eudemonic component is concerned with fulfilment and the realization of human potential.

Physical well-being has studies by organizational researchers. According to them work is potential source of injury and disease (Dianna and Orffin, 1999). Secondly work can be a source of stress (Karasek and Theorell, 1990). And thirdly work is a source of benefit that allow directly and indirectly, for the purchase of healthcare services in geographical areas that do not otherwise provide universal healthcare (Adler et al 1993).

Social well-being refers to the quality of one's relationship with other people and communities (Kayes, 1988).

2.2     **Different managerial practices followed**: Researchers have suggested their managers can change four dimensions of organizational context – risk, reward, social and physical – to improve employee well-being (Danna and Griffin 1999, Hackman and Oldham, 1980, Johns, 2006, Parker and Wall, 1998)

2.2.1    Enriching Tasks: Worker redesign practices;

Research shows that when tasks are enriched to create feeling of meaningfulness, responsibility and knowledge of results, employees experience higher level of job satisfaction (fried and Ferris, 1987) but that can also undermine employee health. Enriched job challenges employees to stretch their skill a to complete complex, demanding work and take on personal responsibility for consequential risk. These challenges often lead to strain, effort, fatigue and overload (Compion and McClelland, 1991, 1993). They can even increase the risk of cardiovascular disease (Melamed et al 2006).

2.2.2    Increasing Rewards: Incentive compensation practices;

Research shows that incentive compensation practices can compete with each other for earning, eroding trust, cooperation, mutual support and helping (Ferraro et al 2005, Munkes and Diehl, 2003, Yorges, 1999). If employees perceive inequalities, it is likely that high performers will either leave the organization or they will seek another job where they will be paid what they deserve (Adams, 1965). Research shows that organizations with high pay disparities have high managerial turnover.

2.2.3    Improving Relationships: Team building practices**;**

Team building practices include collective problem solving and goal setting activities. Research shows that such practices can improve the quality of inter personal relations (Thye and Lawler, 2002). However, research suggests that although team building practices often increase social well-being, they may decrease psychological well-being. Although some employees enjoy working in groups, many strongly prefer to work independently (Cummings, 1981, Hackman and Oldham, 1980). Research suggests that requiring employees to work in teams may undermine their feelings of autonomy, thereby decreasing their job satisfaction (Campion et al 1993).

2.2.4    Enhancing health: Safety practices;

Safety practices are designed to increase performance by decreasing the likelihood of injury, illness, absenteeism, death and other adverse outcomes for employees (Fleming and Lardner 1999).

2.2.5        Managerial implications: From Trade-off to Synergies;

Analysis shows that well-being trade-offs are an important but underappreciated consequence of various managerial practices. With safety practices, managers have achieved positive well-being synergies by involving employees in the design of safety practices, which makes it possible to develop policies that simultaneously increase physical, psychological and social well-being (e.g. Cohen and Colligan, 1997).

2.2.6        Noticing impact on well-being: Increasing managerial attention**;**

1) Think more broadly about who is affected and how: - Managers need to collect small samples of biased, available information (Heath et al 1998). Managers are likely to consider how their practices affect nearby individuals without contemplating on other individuals. Managers may prepare incentive plan for Marketing Department without affecting people in Finance Department (Molinsky and Margolis, 2005).

2) Think about long term impact: - Managers are likely to emphasize the short term and discount the future (Laverty, 1996). Managers may fail to consider the long term impact of job re-design which provides challenging work without considering the long term impact on health of employees

3) Collect more information on employees' attitude about current practice: - Managers tend to generate explanations that are shallow and narrow (Health et al 1998).

Preethi Vijaymadhavan and Dr. Venkatrama Raju from Vels University Chennai, Tamilnadu, India published a research article 'Significance of General Well-being of IT Professionals in India' in 'International Journal of Business and Management Invention'. The aim of the study was to explore the factors influencing the General Well-being of professionals and IT professionals in particular. Responses from 826 IT professionals were collected and analysed. Three important factors were revealed which influence the well-being of IT professionals in India namely i) Physical Health ii) Depressive Symptoms and iii) Work Stress.

i) Physical Health: - This can be seen as a set of health related issues of an employee due to work pressure. Managerial concepts of health and strategies refer physical as well as mental illness; it covers spiritual aspects also (Mayer Christian 2011). More than the absence of illness, injury and disease, it also means leading a balanced life, developing one's potential, making a meaningful contribution to organization.

ii) Depressive System: - Depression contributes towards depression of health, employees develop various symptoms of stress that can harm job performance, health and even threaten the ability to cope with the environment (Gunaseelan and Ismail 2008).

iii) Work Stress: - Work stress can increase risk for heart disease, psychological disorders and other health problems. There are ample evidences showing that occupational stress has an impact on worker's mental well-being. There is significant evidence that chronic and high levels of occupational stress, left unchecked, are related to well-being of the employees (Zafir, Shaikh 2013).

2.3     **Employee Commitment and Well-being**: - Commitment is a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target (Mayer, Becket and Van Dick, 2006, p. 666) There is large body of research demonstrating the benefits of commitment for employees. The result of research reviewed suggests that the commitment can also benefit employees also.

Kate Sparks, Brain Farqher and Cary L. Cooper, University of Manchester Institute of science and Technology UK have published an research article in 'Journal of Occupational and Organizational Psychology (2011), 74, 489-509 in which they have focussed four issues which of relevance today for organizations and workers as well, they are

i) job insecurity,

ii) work hours,

iii) control at work and

iv) managerial style.

i) Job Insecurity: - There is trend of restructuring and downsizing which led to insecurity particularly for white collar workers (e.g. Paul, 1993, Warrall and Cooper, 1998). Warrall and Cooper, (1998) found that 60% of national sample of 500 British managers had undergone a major restructuring during the previous 12 months involving downsizing and outsourcing.

This led to insecurity even among middle and Sr. level managers also that lowered down their morale, motivation and loyalty.

Available research suggests that such job insecurity is bad for employee well-being. This can affect organizations also due to increased sickness absence (Vahera et al 1997). That affects them financially as well.

The long term costs to both employee health and organizational performance of job insecurity is not known. If non-permanent work is to continue, employers need to consider ways of providing such entitlements to non-permanent staff, or least for the well-being of their employees but also to attract younger workers.

ii) Work Hours: - Flexible working time arrangements has become the feature of the day due to new technology and demand from such changes in working time have been investigated by organizational psychologists to assess the impact on well-being and work performance.

Numerous studies addressed the effects of compressed work week by extending per day hours. It has resulted in fatigue, sleepiness, loss of sleep. But long working hours have favoured by workers because the extra non-work days allow larger blocks of time for recuperation from night work, for family and friends and for other leisure pursuits (Rosa et al 1989). Flexible working hours appear to increase satisfaction with the work environment and the work schedule itself (M Guire and Liro 1987).

iii) Control of Work: - The concept of perceived autonomy or control has been extensively investigated in research. 'Perceived control" concerns the amount of control that an individual believes that they have over environment.

Very low levels personal control has been found to be psychologically harmful whereas greater control has been associated with better mental health (e.g. Evans & Carve, 1991). High levels of perceived control are associated with increase in job satisfaction, commitment, involvement, performance and motivation and with low levels of physical symptoms, emotional distress and absenteeism (e.g. Spector, 1986).

iv) Managerial Style: - Increased managerial pressure can also impact on employee well-being. Some individuals display a bullying management style with subordinates under pressure. Recent survey of over 500 employees in 70 UK organizations found managers to be the perpetrators for 74.7% of employees who reported being victims of bullying ( Hoel and Cooper, 2000). Bullying at work has been linked with employee ill health, including psychosomatic, stress symptoms, anxiety and depression (Hoel, Rayner and Cooper 1999).

Employees may find themselves working for managers younger than themselves (Jamieson and O'Mara, 1991), Jex (1998) suggests that this may cause resentment in the older, more experienced, subordinate worker and at the same time increase pressures on the younger manager, who may not have sufficient experience to cope with managerial responsibilities and demands.

Nicole Renee Baptiste published a paper in Journal of Emrad Group Publishing Limited named as 'Tightening the link between employee well-being at work and Performance – A New Dimension for HRM'. His findings of the study are HRM practices adopted have a significant impact on employee well-being at work and tend to be more positive than negative. Management relationship behaviour in the form of support and development of trust promoted well-being at work amongst workers.

Social relationship that exist between the managers and employees that are built on support and trust in management from HRM practices play an important long term role in the development of positive employee attitudes and behaviour that constitute employee well-being at work and enhanced performance.

Organizations that do not engage in these types of relationships will therefore perform worse in the long term. Performing the well-being of employees is needed to enhance performance and thereby survival and further development of organization (Currie, 2011). This view is reinforced by (Schuster 1998) who purports that a significant relationship exists between attention to employees and superior organizational performance. Introducing well-being at work into business and public sector enterprise is likely to introduce a change in the organizational climate that makes room for innovative practices that can produce positive organizational outcomes.

2.4 **Job satisfaction**: According to Jernigan et al (2002) work satisfaction is one's sense of satisfaction not only with work but also with the larger organizational context with which work exists. Tehrani et al (2007) suggest that managers can create a more positive environment where employees can flourish and increase their feelings of well-being at work.

2.5 **Employee commitment**: It is the heart of human resource management. It is concerned with feelings of attachment to the goals and values of the organization's role in relation to this and attachment of the organization for its own sake rather than for its strictly instrumental value. Commitment is the internalised employee belief, often associated with 'soft HRM' and high trust organizational culture (Mathews and Shepherded, 2002).

2.6 **Work Balance Satisfaction**: Changing world of work has presented several challenges to the wide-ranging disclosure of work life balance. There are various social, political and economic changes that have served to raise the profile of work life balance in workplaces as well as amongst policy makers and commentators (Daniels and French 2006). Bratton and Goal (2003) defines work-life balance as the need to 'balance work and leisure / family activities'. This is further supported by Platt (1997) who suggests that a happy medium needs to be 'balance' between work and life.

Changing demographic composition of the labour market, especially increasing female composition, has undoubtedly served to raise the tricky issue of balancing working lives outside household tasks (Houston 2005). Those with caring responsibilities for people with disabilities and of the elderly also face challenges in combining their work and non-work rules (Hurst et al 2006). WERS 2004 survey shows that evidence to suggest that a requirement to working full time or long hours, disadvantages employee with caring responsibilities, who are often women (Kersley et al 2006). Requiring employees to work with long hours conflicts with the objective of creating 'a level playing field' in the work-place, in line with, the managing diversity agenda (Liff 2003). Organizations need to offer different motivators (Flexible working hours). Alternatively, Damels (2006) argues that employees seek employment in an organization that fits with their personalities and is more likely to provide motivators that meet their needs.

Katrina J. Lawson, Andrew J. Noblef and Rodwell (Faculty of Business and Law, Deakin Australia) published a research article at Oxford University Press viz. 'Promoting Employee Well-being: the relevance of work characteristics and organizational justice'. Research focussing on the relationship between organizational justice and health suggest that perceptions of fairness can make significant contributions to employee well-being.

Present study included all four dimensions of fairness (i.e. distributive, procedural, interpersonal and informational). Three of the fairness dimensions – distributive, interpersonal, and informational justice predicted the context specific measures of employee well-being. The significant relationship between these forms of justice and job satisfaction suggests that employees are more likely to be satisfied with their jobs if they i) perceive they are being fairly rewarded ii) believe they are being interacted with a respectful manner and iii) receive timely and accurate explanations about the process leading to the justice related decision (Colquitt 2011).

There are number of strategies organizations can adopt in order to promote distributive, interpersonal and informational fairness including ensuring that equity (rewarding employee based on their contributions) and equality (maintaining reasonable levels of parity between employees) are taken into account when distributing resources such as promotions, bonuses or new work roles. Providing all employees involved in a particular justice related decisions with accurate information about the decision making process and giving employees explanations as to why decision outcomes may have been delayed and carrying out these processes in a friendly manner that is respectful to employees (Cropanzano et al 2007).

Although these strategies are directly aimed at increasing perceptions of fairness, the findings from this and previous studies indicate they are likely to also enhance job satisfaction (Cohen Charash and Spector, 2001, Judge and Colquitt 2004).

Society for Human Relations Management Foundation (SHRM) prepared the report summarizing various latest research findings on Employee Turnover and Retention and offered certain ideas which you can practice.

Report of SHRM classifies the employee turnover as below:
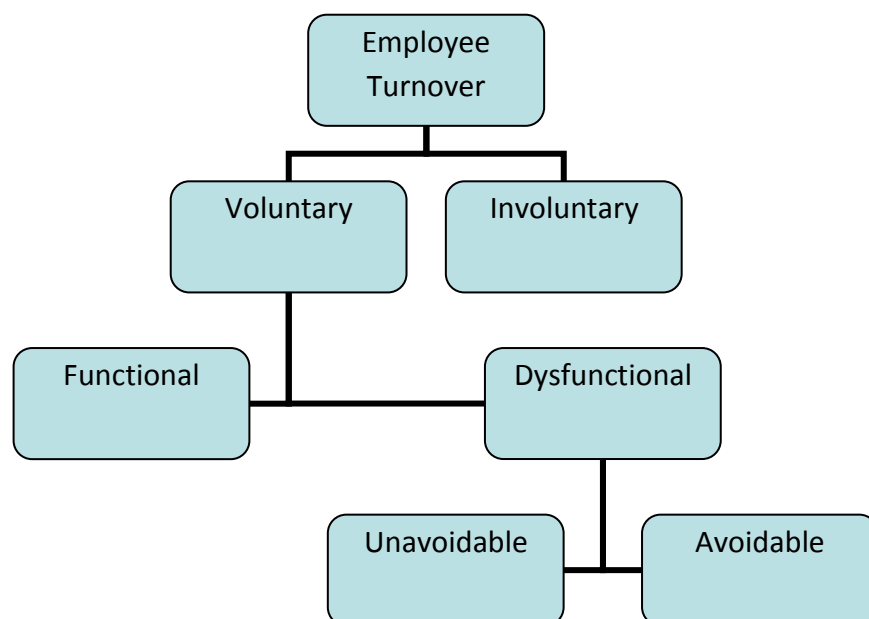


Figure 2.1

Voluntary turnover is initiated by the employee. Involuntary turnover is initiated by the organization. To manage voluntary turnover, it needs in-depth of why employee leave or stay with the organization.

Dysfunctional turnover is harmful to the organization, which may include exit of high performers & employees having skills which are hard to replace. Exit of women or minority group members which would deteriorate the diversity of workforce.

Functional turnover does not hurt the organization, because it includes exit of poor performers which is easy to replace.

Turnover is costly, it affects a business performance. It is difficult to manage. Organizations that systematically manage turnover in good or bad times will stand a greater chance of weathering such shortages.

Retention may become more challenging. SHRM survey of HR professionals' reveals that 62% of the respondents reported that it is difficult to hire workers with the skills essential for 21$^{st}$ century.

Research on talent retention is centred on why people leave, in the process organizations gain better idea of why people stay & can learn to influence such decisions.

Theory of organizational equilibrium suggests that individual will stay with the organization as long as the inducements it offers are equal to or greater than the contributions (time & effort) required of the person by the organization. Moreover, these judgements could affect by both the individuals desire to leave the organization and the ease with which it could depart the organization.

With limited resources organizations may choose to focus on target populations rather than trying to retain every employee.

Turnover is a complex process. Although some individuals may quit a job on impulse, most people who leave spend time initially evaluation their current job against possible alternatives, developing intentions about what to do and engaging in various types of job search behaviour.

The research shows that specific turnover drivers affect key job attitudes such as satisfaction with one's role and commitment to the organization. Low satisfaction and commitment can initiate the withdrawal process, which includes thoughts of quitting, job searching, comparison of alternative opportunities and the intention to leave. This process may lead to turnover if the organization fails to manage effectively.

To proactively manage retention, organizations must monitor and adjust key aspects of the work environment that influence employees desire to stay or leave. Retention savvy managers thus keep tabs on alternate opportunities, so they can ensure that positions remain competitive.

Exclusive studies have looked into the question of predicting turnover. For example, Griffith R.W., P.W. and Gartner, S2000 & in Meta-analysis of antecedents and correlates of employee turnover; update, moderate tests, and research implications for the next millennium, wrote in Journal of Management, 26, 463-488. In this research they have listed predictors in order from those with the strongest relationship to turnover at top, to those with the weakest relationships at the bottom. Some of the important predictors which merit attention are

i) Key attitudes of organizational commitment & job satisfaction.

ii) The quality of the relationship between an employee and his or her immediate supervisor.

iii) Role clarity (including definition, communication & re-enforcing of performance expectations).

iv) Job design (including job scope, promotion opportunities and opportunities to participate in decision making).

v) Workgroup cohesion.

This research shows that pay might not matter as much as you think in turnover decisions, as compensation and pay satisfaction are relatively weak predictors of employees' decision to leave. Thus offering higher pay or bonuses to keep people at your organization may not be the most efficient way to address retention.

Researcher has also identified some more reasons to leave the company such as leaving an unsatisfactory job, leaving the job for better, employee may have certain plan in mind, sometimes he may leave without plan also. These finding have revealed in a paper written by Lee, T.W. & Mitchell, T.R. 1994, an alternative approach, unfolding model of voluntary employee turnover.

Martaugh, Frank "Show and tell" Memphis Business Quarterly, spring 2007:13.14 narrates that small organizations should leverage building positive workgroups cultures, providing employees with challenging jobs & making each worker feels valued, offering well defined career paths, offering above market rewards.

He has cited the example of 'Running Pony', employing 17 employees. This organization understands that workplace relations matter in people's decision about staying or leaving an organization. The said company has had 100% retention since inception. Because Managers have strived to build a supportive and cohesive culture Co-founder & Managing Partner Jonathan Epstein has narrated that "we were trying to build a team of people who knew each other, who liked each other, who worked well together and complemented each other". He added that company's biggest achievement is "creating an environment where creative and talented people are comfortable".

## 2.7 SHRM Surveys (34)

**Retention Practices**: Research shows that certain HR practices can be especially powerful in enabling an organization to achieve its retention goals. They include 1) Recruitment 2) Selection 3) Specialization 4) Training and Development 5) Compensation and Rewards 6) Supervision and 7) Employee Engagement. Evidence shows that recruitment practices strongly influence turnover. Considerable research shows that presenting applicants with a Realistic Job Preview (RJP) during the recruitment process has a positive effect on retention of hires (SHRM 44). An RPJ presents accurate information about the positive characteristics and potential challenges associated with any job, as well as clear details about performance management processes.

RJP help employees adjust easily to their new work environment. Research shows that Bio-data questionnaire can be quite predictive of retention, yet they are not widely used by organizations (SHRM 49). For many organizations, turnover rates are very high among new employees. Socialization practices can help new hires become embedded in the company and thus more likely to stay (SHRM 52, 53).

Training and development: it is a double sword. More training makes people more marketable, thus more likely to leave. However, research shows that there is a modest negative relationship between training and turnover. Those who receive more training are less likely to leave (SHRM 56). Less compensation and rewards put company in a disadvantaged position. At the same time, pay levels and pay satisfaction are only modest predictors of turnover decisions (SHRM 59). Research suggests several approaches one is to lead the market with respect to rewards, it promotes satisfaction & leave employees with minimum alternatives to leave the organization (SHRM 60).

Supervision: Maximum people leave because of bad bosses. Research supports this claim; the quality of employees' relationships with the supervisors is an important driver of turnover. Evidence also suggests that a workers' satisfaction with his or her boss, the quality of exchanges between them, and fair treatment by supervisors are related to retention (SHRM 65).

One study found that fair treatment by supervisors was more important than the distribution of outcomes in predicting turnover (SHRM 66). It is essential to pay particular attention to abusive supervision, criticizing direct reports in public, ridiculing subordinates, lying, breaking promises, making threats and misdirecting anger at employees (SHRM 67). Training may discourage some of these misbehaviours. If it does not, you will need to remove above supervisors if their actions are driving valued employees away.

Employee Engagement: Strengthening employee engagement in your organization can also help you retain talent. Engaged employees are satisfied with their jobs, enjoy their work & the organizations, believe that their job is important, take pride in the company & believe that their employees values their contributions (SHRM 69). One report on measuring engagement found that highly engaged employees were five times less likely to leave than employees who were not engage (SHRM 70).

Abelson, M. A. 1987 Examination of avoidable and unavoidable turnover of Applied Psychology, 72 (3): 382, 386.

Past research has suggested that workers leave voluntarily or involuntarily. In this article, the other holds that this approach excludes some involuntary departures from analysis, while treating all people who leave voluntarily as being similar. Drawing on Dalton & Porter's (1981) suggested of avoidable and unavoidable turnover, the article examines whether the taxonomy aids in the analysis of turnover.

The key finding from the research is that unavoidable departures and retentions did not significantly differ on four variables: Commitment, Satisfaction, and Job retention & withdrawal cognitions. These findings suggest that researchers should consider the circumstances of job quits when analysing the causes of employee turnover.

Allen, D. G. 2006 Do organizational socialization tactics influence new comer embedded ness and turnover, Journal of Management 32, 237. 256.

The study provides evidence that organizational satisfaction tactics influence turnover among new hires. Result of the study suggests that how new hires are socialised can more fully embed them in the organization & thus reduce turnover.

Mitchell, T.R. Hilton, B.C.Lee, T.D.Sablynski, C. J. & Evezon 2001. why people stay: using job embedded ness to predict voluntary turnover. Academy of management journal 44, 1102, 1121. they described in their research article as to why people stay.

They narrated that as employees participate in their professional and community life, they developed the web of connections and relationships on and off the job. There are 3 types of connections that fosters embedded ness 1) links 2) fit and 3) sacrifice. Links are the connections with other people; fit represents the extent to which employees are themselves as compatible with their job, organizations and community. Sacrifice represents forms of value a person would have to give up if he or she left the job. As per SHRM research, Frank J 2006, US job retention SHRM and career jornal.com SHRM research, woman are more likely than men to report that flexible work schedules are an effective retention strategy and are more likely to site relocating spouse, childcare issues, conflict with co-workers and difficulty balancing work and personal life as reasons for leaving organizations.

Cost Benefit of turnover may be based on factors such as job type or level, employee type, or performance level. The SHRM retention tool kit will be useful (www.shrm.org).

To develop retention strategy, we need to collect data from various sources such as exit interviews, post exit surveys, current employee focus groups, linkage research, predictive turnover studies and qualitative studies.

Allen D. G. and Griffeth R. W. 2001 test of mediated performance – turnover relationship highlighting the moderating role visibility and reward contingencies. A journal of applied psychology 86, 1014, 1021.

A model of performance turnover relationship was tested that addressed at least 3 short comings of previous research. (First empirical test of mediated performance of turnover relationship.)

first model recognized that performance may have simultaneous and sometimes conflicting effects of both the desire and the ability to leave an organization.

second, the model explicitly included two important moderators of these relationships i.e. contingent rewards and visibility.

Third, the model suggested that performance is a somewhat psychologically distal antecedent of turnover with effects that are mediated by other variables. Data consisted of organizational performance and turnover records for 130 employees of medical services organizations during the period under investigation, 20% of sample voluntarily quit.

The result provides support for the proposed model of performance turnover relationship and may help explain the complex relationship between performance and alternatives and the rewards. Contingencies moderate the relationship between performance and satisfaction.

Allen D. G. and Griffeth R. W 1999, Job performance and turnover. A review and integrative multi route model. Human resource management review, 9, 525 548.

The authors agree that research should examine which individual are leaving the organization if for example, only the poorest performing individuals are leaving, turnover could be benefited and not negative for the organization. Conversely, if the highest performing individuals are leaving, the result could be highly negative for the organization.

An integrative model of the relationship between individual job performance and turnover is proposed, which argues that performance may lead to turnover through 3 different routes. 1) cognitive and affective evaluations 2) the desire to leave the organization, actual and pursued mobility in the job market and 3) performance which may lead more directly to the turnover in response to performance related shocks in the system.

Bah, R 2002, managing customer services: human resource practices, quit rates and sales growth, academy of management journal, 45, 587 – 597.

The study examines relationship between high involvement HR practices, quit rates and sales growth. A sample of call centres across the US was considered.

The result of the article suggests that HR practices that emphasis an investment in human capital reduce turnover and thus increase firm performance key among the findings is the confirmation of the tie between quit rates and performance.

Cascio W. F. 2006, managing human resources, productivity, quality of work life, profits (7th edition) Burr Ridge, II Irwin / McG row-Hill.

Portion of this text devoted to turnover concerns the costs of employee turnover. Specifically, it provides methods for calculating the associated costs of separation and organization quit rates and offers 3 categories of turnover costs namely, separation cost, replacement cost and training cost.

Dalton D. R., Todor W.D. and Krackharst D. M. 1982. Turnover over straighten a functional taxonomy - academy of management review 7, 117-123.

Key theme posted is that turnover among employees who are evaluated negatively by the organization is positive for the said organization. Specifically, that while too much turnover may be negative, limited amount of turnover may actually be positive for the performance of the firm. The author holds that recommendation for re-hire is an adequate proxy for good turnover.

Dess G. and Shaw J. 2001. Voluntary turnover, social capital and organizational performance, academy of management review, 26, 446-456.

It is based on the work of Dalton D.R., Todor W.D. and Krackharst D. M. 1982, to further the notion turnover is not always a "problem" for the organization. General quit rate is not adequate to explain the impact of turnover on firms' performance, specifically it is proposed that loss of individuals with large amount of social capital may be more damaging to the firms' performance by low capital employees.

Hulin C.I., Roinowski M and Hachiya D 1985. Alternative opportunities and withdrawal decision: Empirical and theoretical discrepancies an integration: psychological bulletin, 97, 233-250.

The authors argue that aggregate and individual level data may not come to the same conclusion about turnover. This phenomenon termed as "ecological fallacy" means the properties that are correlated at the level of aggregation are not necessarily correlated with the same unit at the individual level.

The labour market / turnover literature shows that the consistency and strength of the negative relation between job opportunities on unemployment and voluntary job termination (turnover) in aggregate data sharing upto 70% of the variance.

However, in studies of individual decisions to turnover, the consistency and the strength of the effects is not at large as expected based on the aggregate data. In addition, results do not show that alternative job options or assessment of labour conditions behave at the individual level in the same manner as at the aggregate level.

Huselid M 1995 The impact of human resource management on practices, on turnover, productivity and corporate financial performance. Academy of management journal 38, 291-313.

The study provides wide ranging evaluations of the links between systems of High Performance Work Systems (HPWS) and firm performance. Results based on nationwide sample of 1000 firms indicate that HPWS have an economically and statistically significant impact on both intermediate employee outcomes (turn over and productivity) and short and long term measures of organizational financial performance.

The article elaborates role of strategic human resource management in the success of the organization, specifically by reducing organizational turnover rates. In this study, HPWS were shown to improve corporate financial performance through reduced cost associates with quit rates.

Jackofsky E. F 1984 Turnover and job performance: An integrated process model Academy of management review 9 7483.

The key contribution of this article is the integration of job performance into predominant process models of turnover, numerous process models (March and Simon, 1958, Mobley, 1977) have been applied in an attempt to explain the decisions to leave an organization, but this is the first to look at the role of job performance in the process. Job performance is conceptualized as both a direct influence on turnover as a pre curser to various antecedents of turnover. This theoretical advance has implication for both turnover researchers and HR managers in understanding how to keep valued employees.

McKay P F A very, D R Tonidandel, S Morris, M A Hernandez, M, M R 2007, Racial differences in employee retention: Are diversity climate perceptions the key; Personal psychology, Go 35-62

The study examined the role of diversity climate perceptions on turnover rate among white, African Americans and Hispanics. The authors hypnotize that perception of climate of diversity would be most negatively correlated with turnover intentions among Africans followed by Hispanics and the whites. The findings were indeed strongest among blacks but contrary to the hypnotized effects, both white men and women showed stronger effects than Hispanics.

Mitchell T R Hotton B C and Lee T W 2001 How to keep your best employees: Developing an effective retention policy. Academy of Management executive, 15, 96-108

This article examines turnover from a practitioner perspective. Drawing on the idea that competition to retain key employees can be intense, the authors hold that top level executives and HR department spend large amount of time, effort and money trying to figure out how to keep their people from leaving. The article describes new research and its implications for managing turnover and retention. In doing so the conventional wisdom that this satisfied people leave and money makes them stay is challenge.

The notion that people often leave for reasons unrelated to the job, the job is explored. Multiple other caucuses are put forth. In many situations, unexpected events or shocks are the cause conversely employees often stay because of personal attachment and fit, both on their job and in their community. Recommendations for integrating researching into practice are offered.

Mitchell T R Hotton B C and Lee T W Sablynski C J and Freez M 2001. Why people stay: Using job embedded ness to predict voluntary turnover. Academy of Management Journal 44, 1102 – 1121.

This paper introduces the construct job embedded ness to the turnover domain, embedded ness represents a broad consultation of influences on employee retention. The critical aspects of job embedded ness are

1) links - the extent to which people have links to other people / activities

2) fit – extent to which the jobs and communities are similar to or fit with the other aspects of life and

3) sacrifice – the ease with which the link can be broken. Sacrifice encompasses the perceived cost of material or psychological benefits that may be forfeited by leaving a job.

Mobley W H 1977 Intermediate linkages in the relationship between job satisfaction and employee turnover. A Journal of applied psychology, 12, 237-240.

Although it is clear that the relationship between job satisfaction and turnover is significant and consistent, it is not vary strong. The author suggests that it is probable that other variables mediate the relation between job satisfaction and the act of quitting. Key among these variables is the concept of behavioural intentions. The model presented is one of the first to propose the role of intentions to quit in the turnover process.

Steel R P, Griffith R W and Hom P W 2002 Practical Retention Policy for the practical manager. Academy of Management Executive 16, 149-161.

This paper suggests that organization must employ a comprehensive retention policy in order to deal with the consequences of spiralling replacement costs for employees. The suggestion is to integrate research on retention in order to create a comprehensive policy. Synthesis or research presented attests that average performers are less likely to quit than high or low performers.

Struman M C, Trivor C O, Budrean J W and Gerhart B 2003 Is it worth to win the talent war? Evaluating the utility of performance based pay. Personnel psychology 56, 997-1035

The article offers a framework for winning the talent war. The importance of talented employee is trumpeted in the popular business process suggesting that firm success often hinges on acquiring and retaining the most creative employees with top notch ability. Findings of the study suggest that using utility analysis can assess firm in evaluating the usefulness of income laden compensation.

Tata Consultancy Services has published white paper, it covers concept of attrition and its significant, its causes and effects on the organization. it also explains the retention strategies based on exit interview and other data. Managing and controlling attrition is the responsibility of HR, it affects other functions also, such as organizational functions, business and delivery functions. It takes time to get suitable replacement for lost employees, particularly those with high experience and special skills. It is costly in terms of time, effort and money. Loss of employee affects on-going projects and services which lead to dissatisfaction among customers and other stakeholders of company. New employees are required to be trained to attain the optimum level of skills and efficiency. Recruitments also costs money. High churn organizations are continuously engaged in firefighting attrition.

Understanding attrition help to reduce attrition, in regaining good employee, it also reduces the costs of attrition; it also minimizes the after effects of attrition.

An important task of HR personnel is to analyse rout cause of attrition. On the basis of analysis of route cause the company has to develop retention strategies. Retention strategies could be offering high salary, promotion, over sea deputation, transfer to a location of choice, change of role or one with higher responsibilities. It may take a form of making financing assistance, loans, change of project, training and redressal to any specific grievances.

Attrition can be largely predicted, statistical and predictive model help in effectively understand and control attrition. Analysis of root causes of attrition would help us to design retention plan, savings to business from this will be considerable.

An interesting study was made at Indian International Airport by C. Balkrishnan and Dr. D. Masthan together with Dr. V. Chandra of "Employee Retention through Employee Engagement". It was on the background of that an Indian International Airport was facing severe employee retention problem. Experienced and highly skilled man power was able to get better opportunity elsewhere. Customer service and safety were also affected. As the number of travellers is increasing, the expectations from Airports also have been increasing. There is great demand for the competent people to provide satisfactory service to the customers for which highly engaged employees were required. First and foremost, focus on the retention of the competent employees. Here is the importance of employee engagement.

Researchers studied 554 employees from 8 departments. Stratified random sampling was used taking 1/3$^{rd}$ of employees (i.e. 185) data was collected through questionnaire.

Initially, 25 drivers of employee engagement were identified based on literature review and after discussing with senior managers, 6 drivers were finally considered.

After analysing the statistical data regarding employee engagement, it was considered that employee engagement like communication, recognition, managers/supervisors support (relationship), work engagement, team work and role clarity.

Employee retention can be improved even without financial expenses.

International Journal of Business and Management Invention ISSN (on line): 2319-028, ISSN (print): 2319-801 www.ijmi.org volume 2 issue 81 page 09-16

HR Council for the Non-Profit Sector had published a paper viz. Trends and Issues – Job satisfaction and employee retention: What's the connection?

Findings from HR Council 2008 survey of non-profit sector employees suggest some connection between job satisfaction and employee retention. These findings shed light on retention challenges and strategies and offer some clues about when retention might be a challenge and what it would take to make sure more employees are often satisfied with their jobs.

In the survey, it has been revealed that the greatest differences between employees who are very satisfied and less than satisfied show up in satisfaction ratings particularly 1) recognition of work 2) amount of influence on decision making 3) evaluation and feedback and opportunities for career advancement. In the findings, it has been revealed that job satisfaction is the main issue.

RISUS: Journal of Innovation and Sustainability Vol. 5, Numero 1-2014 In this paper researcher have given different factors which affect retention and others which cause employees to stay in the company. The paper is titled as "Talent Retention Strategies in different organizational context and intentions of talents to remain in the company." Researchers have prepared questionnaires comprising 51 statements results of which were ask to analyse the link between retention factors and intention to remain in the company.

Employee Retention Guide (AICPA): provides strategies for recruiting and retaining the top talents. Certain guidelines are given to keep top performance.

Give employees enough responsibilities treating employees with trust and respect, providing feedback on performance and recognizing their achievements, dedicating thought and resources in promoting high morale and hiring of the right people.

There are 6 professional motivators namely acknowledgement and respect, communicate and fun, compensation flexibility and time off, increase responsibility and challenge and personal development.

There are other motivators also such as provide voluntary benefits like auto insurance, legal insurance, pet insurance, travel insurance, discount vision plans, disability programs.

Certain perks can be provided such as discount through clients and local merchants, discount for modems, retail store discount, computer purchasing discount, etc.

Retention through compensation, providing work place conveniences, supporting employees, during their personal crises, showing recognition and appreciation for good job done, supporting family needs through been fitness program, encouraging professional training and development.

Individual career guidance and development: There are following ways and means to retain top talents:

1. Respect for company's Mission Statement.

2. Career growth opportunities.

3. Salary management.

4. Open door management style.

5. Interesting / Challenging project.

6. Encourage training, development and personal growth.

7. Creating an environment of trust.

8. Higher the right person for right work.

Barbara J. Krcisman has delivered 24 courses & published white paper giving number of insights into motivation, commitment and retention of employees (Barbara J. Kreisman Ph.D Research/white paper insights Denver February 2002)

Managers of today are facing a difficult challenge of motivating and retaining employees in an environment of increased uncertainties (Mitchell 2002)

Research shows that in the future, successful organisations will be those which adapt their organizational behaviour to the realities of the current work environment where longevity and success depend upon Innovation creativity and flexibility". Further, the dynamics of the work environment will have to reflect a diverse population comprised of individuals whose motivations, belief and value structure differ vastly from the past and from one another.

A report published by corporate leadership commit an independent research organisation founded by industry and education, indicates that shortage of sufficiently skilled employees at many levels of labour market are being driven by long term secular trends in the economy.

2.8 **Ways & means of Retaining Excellent Performing Managers**:

2.8.1 Offering a high value accommodation: Organizations can offer high value accommodation in the form of big size furnished flat or bungalow in a posh locality. After a certain number of years' service, the manager can become owner of that accommodation. Organizations will pay the EMI for that flat.

There will be an agreement between the concerned manager and the company, after successful service of certain number of years, that accommodation will get transferred in the name of the manager, subject to certain conditions, such as if the manager leaves the employment of that company, he will have to vacate that accommodation and will have to handover the possession of that accommodation to the company.

2.8.2    High branded car**:** Company may offer high branded car like BMW / MERCEDES etc. for use. Having worked with that company for certain number of years, ownership of that car would be handed over to the concerned manager, subject to certain conditions. Expenses incurred for fuel, maintenance and salary of driver will be paid by the company. These facilities would satisfy the ego of a person and the concerned manager will get the recognition as a high profile person.

2.8.3    Offer partnership**:** In certain organizations, after certain number of years the concerned person is offered a partnership in the company, for example, A F Fergusson and Company, a chartered accountants firm. Certain consulting companies are also doing the same thing such as Mecanzy.

2.8.4    Sending a manager for overseas**:** Certain companies send the concerned manager abroad for some reason or the other. That satisfies his ego. The family and relatives of the manager feels proud of him.

2.8.5    Work from home**:** Especially for ladies, it is important as they have to care for their children, parents, in-laws etc. this provides flexibility to them. They can look after their children and at the same time they can work for the company also. If they are given this facility, they will be more loyal to the company and can work with more devotion.

2.8.6    Payment in dollars**:** Many employees are eager to earn in dollars. You can pay them in dollars so that they will not get disappointed even if they are not sent abroad.

2.9    **Improving well-being at work:** It focuses on helping employees to strengthen their personal resources, flourish and take pride in their roles within the organizational system functions to the best of their abilities, both as an individual and team. They are helping employees to have positive overall experience of work. It is interesting to know as to how to foster the well-being at work.

The importance of management behaviour in terms of well-being appears to be high, and some management styles seem to be more successful at strengthening well-being at work than others.

By creating a safe working environment, as well as sense of social value of the organization's work, it may be possible to increase employees' feeling of satisfaction. By ensuring good levels of job-fit and skills used by creating opportunities to staff to develop new skills, employers will be positioned to create high levels of employee satisfaction with their jobs and their development at work. By investing time in helping employees to take greater control over their work, staffs have been shown to perform better and with greater job satisfaction. By taking steps to improve relationship at work with a particular focus on relationships between staff and managers and by encouraging positive feeling it appears to be possible to improve not only job satisfaction, but also life satisfaction.

There are number of ways or incentives to be offered to managers to retain them. But this cannot be done in case of every manager. We have to follow the cafeteria approach. We have to identify those managers whose track record is excellent. Those who are inevitable (essential) to the organization, depending upon the utility, organization incentives are to be offered. Retention of Excellent Managers is vital from the point of view of the organization. It is essential for the company to stay into the competition. It is also necessary for maintaining competitive spirit in the organization.

## 2.10 Research Gap

2.10.1      It has been seen that there is no any study made on the perceptions of HR Heads & their Excellent Performing Managers on the policies for employee well-being and retention especially in manufacturing companies in India and also in & around Pune.

2.10.2      There is much awareness about employee well-being and retention in IT establishments which is lacking in manufacturing industries.

2.10.3      The target respondents are HR Heads & their Excellent Performing Managers who are there in the company and are good performers.

2.10.4      The proposed study focuses on different factors of employee well-being in manufacturing industrial units.

2.10.5      This study focuses on the perceptions of HR Heads & their Excellent Performing Managers of the select manufacturing companies on the employee retention aspects which are significant for decision making for staying within the organization.

2.10.6      Study covers the sample from manufacturing companies from in and around Pune City only.

2.10.7      Therefore, the researcher finds that, there is a research gap on this subject which would definitely add to the body of the knowledge.

# CHAPTER – 3
# RESEARCH METHODOLOGY

3       Social scientists came across with various types of problems in day to day life. Many problems are complex in nature; therefore, social scientists need to follow a reliable course of action or a scientifically devised procedure of inquiry. The procedures by which researchers go about their work of describing, explaining and predicting phenomena are called methodology. All the methods used by social scientists in their fact finding mission constitute methodology. The motive of social investigator is to uncover truth. The procedure involved to find the truth, find the explanation for occurrence of a phenomena and to facilitate the understanding of problems and situations which would help scientists to foretell the re-occurrence of similar phenomena in future under similar conditions. Thus Research Methodology is the description, explanation and justification of various methods of conducting research. Thus Research Methodology involves various steps such as problem formulation, concept formulation, concept measurement, hypothesis formation, theory formation, data collection, data processing and analysis and report writing and analysis.

3.1     **Topic of the research:** "Comparative study of the perceptions of HR Heads & their Excellent Performing Managers on the policies for Employee Well-being & Retention in select manufacturing companies in and around Pune".

The research aims at studying the perceptions of HR Heads and their Excellent Performing Managers on employee well-being policies adopted by the manufacturing companies especially with the objective of retaining them.

3.2     **Scope of the study:**

1) The study is limited to manufacturing companies in & around Pune. It covers those manufacturing companies which are having employee strength of 350 and above.

2) It is observed that there is hardly any attrition among the workers therefore that category has been excluded from the study.

3) Study covers workplace environment and its impact on efficiency of employees and subsequent retention.

4) It also studies the well-being policies initiated by various industrial units and its relevance to employees' performance and their retention likelihood. Study aims to know the effects of well-being initiatives made by industrial units on retention of excellent performing managers.

3.3     **Objectives of the study:**

1) To study different types of employee well-being policies / initiatives practiced in various manufacturing industrial units.

2) To examine and assess perceptions of HR Heads & their Excellent Performing Managers about the impact of workplace environment on employees' motivation, performance level, health and their productivity.

3) To analyse perceptions of HR Heads & their Excellent Performing Managers about the effect of employee well-being initiatives on their retention in select manufacturing companies.

4) To study the strategies adopted by manufacturing organizations for retaining their excellent performing managers.

3.4     **Hypotheses of the study:**

The research study is based on following hypotheses.

1) Workplace environment has an impact on employee performance.

2) Employee wellbeing policies/initiatives motivate the employee for excellent performance & also lead for their retention likelihood.

3.5     **Research Design:**

It is the conceptual structure within which research would be conducted. Researcher prepares a plan for conducting research; such plan is called a research design. It is a plan for the collection & analysis of data. It is a tentative plan which undergoes modifications as study advances. It presents a series of guide posts to enable the researcher to progress in the right direction. Research design encompasses objectives of the study and hypotheses to be tested. It also outlines sources and types of information relevant to the research questions.

It also specifies the method for collection of the data and the method for analysing the data. It also specifies whether the obtained information can be generalised or not.

3.6     **Pilot Study**

Researcher formulated a questionnaire to collect the primary data wherein the 5 point Likert scale was used for rating. Total 150 respondents from The sample of the pilot study was 150 respondents from 5 manufacturing companies from Pune. From each of the companies, 30 respondents were taken as sample for the study. The data collected was analyzed and percentages were drawn. The secondary data referred has sources like books, magazines, journals, newspapers and websites.

Researcher has published a research paper on "A study of the impact of employee well-being initiatives on employee performance and retention likelihood: a case study" at International Conference on "Business, Management and Governance" arranged by Neville Wadia Institute of Management Studies & Research, Pune (India) in association with University of Pune & Association of Management of MBA/MMS Institutes on   7th & 8th March 2014 which is published in the chronicle of 2014 bearing ISSN NO. 2230-9667. Researcher understood the limitations of the pilot study, subsequently necessary changes were made in questionnaires to include responses from performing managers towards retention likely-hood. Based on the observations of the pilot study following limitations lead to make revision in the questionnaires to be circulated for the research among the selected manufacturing companies in and around Pune.

3.6.1     **Limitations of pilot study**

Researcher has understood following limitations of the pilot study:

a) Only one questionnaire was framed to understand the employee well-being initiatives available in industry and its effect on employee performance and retention likelihood.

b) It was used to collect the opinions of the employees of the company and the questionnaire was general in nature and no specific questions were asked to derive the desired results.

c) It was not being formulated to collect the relevant information from the HR Head or the CEO of the company to validate employee opinions.

### 3.6.2    Revision of questionnaires after pilot study

Subsequent to the pilot study observations and results, following changes made in the questionnaires. Researcher understood the limitations of the pilot study, subsequently necessary changes were made in questionnaires to include responses from performing managers towards retention likely-hood.

Following questionnaires were used for the purpose of final study.

Questionnaire - A & C for HR Heads / CEO's response

Questionnaire - B for Managerial & Executive employee response

Questionnaire – D for Excellent Performing Managers and also to HR Heads for their response.

The questionnaires were designed based on the questionnaire used by research scholar Mrs. Vijalakshmi V, Anna University of Technology Coimbatore in her research paper on employee retention practices of automobile industries in India www.shodhganga.inflibnet.ac.in/bitstream/10603/23927/11/11_appendix.pdf Questionnaire A, & C were given to HR Heads / CEO's & Questionnaire B was given to managers & executives & Questionnaire D was given to HR Heads & Excellent Performing Managers to fill in & understand the opinion about workplace environment and its effect on employee performance and whether employee well-being policies / initiatives motivates employees for excellent performance & lead for their retention likely hood.

Final Survey was conducted from 800+ Managerial& Executive employees of which 510 employees responded i.e. on & average 17 respondents from 30 companies by administering Questionnaire – B and 30 HR Heads by administering Questionnaires – A, C & D. Responses of 125 Excellent Performing Managers i.e. on & average 4 respondents form 30 companies surveyed were also taken separately by administering Questionnaire – D

The questionnaires were self-administered. Researcher has completely adhered to the ethical guidelines and confidentiality. All respondents were given questionnaires with a letter from the researcher briefing about the researchers' identity and the university under which the research was going on. The respondents have complete rights to take part or withdraw from the survey at any point of time.

Researcher took about 6 months' time to collect the data from the participants of the research form the 30 surveyed manufacturing companies in & around Pune.

After the data was collected, it was then checked for consistency.

The next step that followed was editing the data.

The edited data was then codified by assigning unique numerical value to each of the variable.

3.7      **Sampling design**:

The Topic is "Comparative study the perceptions of HR Heads & their Excellent Performing Managers on the policies for Employee Well-being & Retention in select manufacturing companies in and around Pune"

With the objectives of the topic in mind and the scope of the study manufacturing companies in & around Pune considered of the universe for the study. It comprises of companies from:

Chakan industrial area,

Pimpri Chinchwad industrial area,

Hinjewadi industrial area,

Hadapsar industrial area,

Ranjangaon industrial area,

Bhosari industrial area and

Shirwal industrial area.

The geographical scope of the study extended up to 75 kms. from Pune from each zone mentioned above.

In all there were about 90 companies, which met the criteria for the study i.e.

- – a) It must be a manufacturing company
- – b) It must have minimum 350 employees

From each of the above industrial areas as referred above, 5 companies were chosen on the basis of acquaintances of the researcher.

The sampling unit for the study were the excellent performing managers who belonged to the identified companies.

Of the 35 identified companies, the researcher was able to get responses from 30 HR managers from 30 companies therefore response rate was 85.71% (i.e. 30/35*100)

The researcher has planned 2 years to collect the primary data, do analysis along with secondary data to arrive at the conclusions.

**3.8      Collection of data**:

Having prepared the 'Research / Sampling Design,' researcher collected relevant data such as

1) **Primary Data**:   It is the first hand data collected by the researcher through various sources such as

a) Questionnaire b) Interviewing, c) Observations, d) Panel discussions, and e) Video conferencing / telephonic conversation etc.

In this report, primary data has been collected through questionnaire and in-depth interviews. Employees of the industrial units were interviewed to find out the impact of work environment on the efficiency of the employees.

The employees were also interviewed to find out the impact of well-being initiatives on the productivity of the company and likelihood of their retention.

It was also examined that what is the impact of workplace environment on the motivation, performance level and the health of the employees.

Information was also obtained through questionnaire relating the wellbeing policies, initiatives adopted by industrial units. That helped the researcher to study the wellbeing practices followed by industrial units.

In-depth interviews were taken by researcher to find out the effect of wellbeing initiatives on the likelihood of retention of excellent performing managers.

This has given the clues as to what should be done to retain the excellent performing managers.

Researcher has surveyed 35 companies 5 from each industrial area mentioned above of which 30 companies responded to the survey. It comprises of 15 Multinational and 15 Indian manufacturing companies. While taking the sample, on and average 15% of the staff employees were randomly selected in the sample. These employees were given Questionnaire – B and the HR heads of the companies were given Questionnaire – A & C to record their responses on the statements / questions asked. Thus total 510 employees and 30 HR heads responded to the questionnaires.

Further to understand the responses of the excellent performing managers and HR heads of the industrial units surveyed, separate questionnaire; Questionnaire – D was circulated among all the above companies to be filled in by excellent performing managers and HR heads of the companies. In this 30 HR heads and 125 excellent performing managers responded to the study. Here special emphasis has been given on well-being policies adopted and measures taken for the retention of excellent performing managers in the companies.

In addition, Researcher has also taken the in-depth interviews of some of the HR Managers for extracting the information relating to well-being policies adopted by the organization and its impact on the employee retention and in particular excellent performing managers.

2) **Secondary Data**: Researcher has also used the secondary data that is already available for the purpose of study such as:

a) Research publications of domestic & international publishing houses.

b)  PhD thesis on the subjects available for

c)  Bulletins,

d)  House magazines

e)  Annual reports of sample companies and

f)  Unpublished literature available for the study.

# CHAPTER – 4

# DATA ANALYSIS

4.1 **Process / Statistical Tools**: Researcher after collecting the data followed following process / statistical tools for further data analysis:

a) **Editing** – It is the process to detect the errors and omissions if any from the data collected. Editing is essential for correcting the data when it is required.

b) **Classification** – It is the process of arranging the data in different groups or classes based on common characteristics like descriptive or numerical. The classification of data in two different formats such as

i) **Simple classification** - where only one attribute is considered and

ii) **Manifold classification -** where two or more attributes are considered simultaneously for review.

c) **Tabulation / tubular analysis** – It is the process of summarizing the raw data and displaying in compact form by making orderly arrangement of data in columns and rows for further analysis. It is essential because;

i) It conserves space and reduces descriptive / explanatory statement at a minimum level.

ii) It helps the comparison process.

iii) It also helps in summation of items and detection of the probable errors.

iv) It provides basis for statistical computation.

Generally, tabulation is done in 2 forms as described below;

i) **Simple tabulation** – resulting one way tables which supply answers to one characteristics of the data.

ii) **Complex tabulation** – resulting two way tables about two interrelated characteristics of the data and;

iii) **Manifold tabulation** – three way or more tables for analysis of the data.

d) **Graphical analysis / bar diagrams –** analyzing the data by putting it in a graphical or in bar diagram format. Generally, graphs or bar diagrams give instant representation of the data and easy to understand and compare complex data.

e) **Percentage analysis –** analyzing the data using the percentage scale which clearly represent the data analysis and its variation in % terms which is easy to compare and understand.

In addition to the above basic tools certain advanced tools also have been used with the help of SPSS.

SPSS is a Windows based program that is used to perform data entry and analysis and to create tables and graphs. SPSS is capable of handling large amounts of data and can perform all of the analyses. SPSS is commonly used in the Social Sciences and in the business world, and analysis of big data.

The researcher used Paired sample t test using SPSS software to analyse the data.

4.2 **Research objectives and hypotheses** were tested and validated based on the primary data collected. Following are the results of the analysis.

4.2.1 **Research objective No. 1:** To study different types of employee well-being policies / initiatives practiced in various manufacturing industrial units.

While doing the research work total 30 companies were surveyed of which 15 are Multinational and 15 are Indian companies. Questionnaire A was used to record the responses from either the HR Head or the CEO of the company and Questionnaire B to record the responses of managers & executive employees of the company along with personal discussions to understand the well-being policies / initiatives practiced in these manufacturing industrial units. Following are the findings of the survey:

4.2.2 **Observations based on Primary Data:**

Questionnaire A & B: following questions were asked to check availability of well-being policies and policies / initiatives practiced in manufacturing industrial units.

72

Q1)   Availability of employee well-being policy:

Following chart shows the responses of the HR heads and employees of the 30 surveyed companies regarding availability of employee well-being policy.
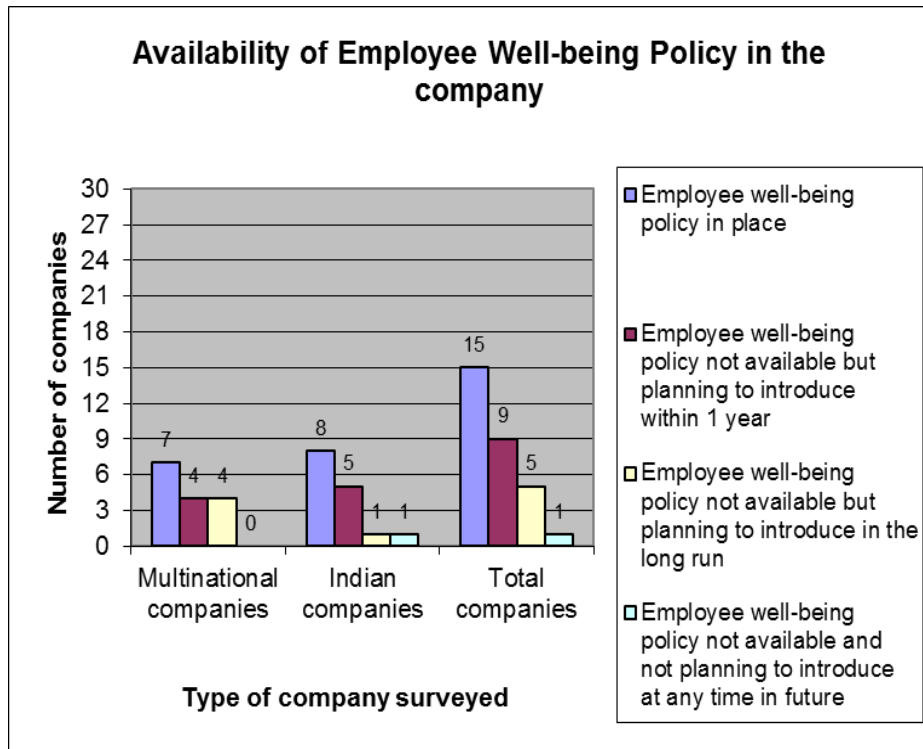


Figure 4.1

It is observed from the above graph that:

a)     7 Multinational and 8 Indian (total 15 out of 30 i.e. 50%) companies have employee well-being policy in place.

b)     4 Multinational and 5 Indian (total 9 out of 30 i.e. 30%) companies do not have employee well-being policy but they confirmed that they are planning to introduce within a year.

c)     4 Multinational and 1 Indian (total 5 out of 30 i.e. 17%) companies do not have employee well-being policy but they confirmed that they are planning to introduce in the long run.

d)     0 Multinational and 1 Indian (total 1 out of 30 i.e. 3%) company do not have employee well-being policy and confirmed that it does not plan to introduce it at any time in future.

Q2) Activities related to Employee Welfare (Spiritual well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee Welfare (Spiritual well-being)



Figure 4.2

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 2a | 6 | 20 | 205 | 40 | 211 | 39 |
| Q. 2b | 20 | 67 | 297 | 58 | 317 | 59 |
| Q. 2c | 12 | 40 | 267 | 52 | 279 | 52 |
| Q. 2d | 25 | 83 | 392 | 77 | 417 | 77 |
| Q. 2e | 22 | 73 | 404 | 79 | 426 | 79 |
| Q. 2f | 18 | 60 | 226 | 44 | 244 | 45 |
| **Total** | **103** | **57** | **1791** | **59** | **1894** | **58** |

Table 4.1

It is observed from the above figure that:

a)      Environment of trust (Q2e) is the top most important aspect concerning employee welfare (spiritual well-being). This is available in totality of 426 of 540 respondents of 30 companies surveyed i.e. 79% with 22 out of 30 i.e. 73% HR heads and 404 out of 510 i.e. 79% of the employees surveyed have confirmed that this aspect is available in their organization.

b)      Treating everybody with equality and honour (Q2d) is the second most important aspect concerning employee welfare (spiritual well-being). This is available in totality of 417 of 540 respondents of 30 companies surveyed i.e. 77% with 25 out of 30 i.e. 83% HR heads and 392 out of 510 i.e. 77% of the employees surveyed have confirmed that this aspect is available in their organization.

c)      Display of wellness information on notice board (Q2b) is the next most important aspect concerning employee welfare (spiritual well-being). This is available in totality of 317 of 540 respondents of 30 companies surveyed i.e. 59% with 20 out of 30 i.e. 67% HR heads and 297 out of 510 i.e. 58% of the employees surveyed have confirmed that this aspect is available in their organization.

d)      Stress Management (Q2c) is the next most important aspect concerning employee welfare (spiritual well-being). This is available in totality of 279 of 540 respondents of 30 companies surveyed i.e. 52% with 12 out of 30 i.e. 40% HR heads and 267 out of 510 i.e. 52% of the employees surveyed have confirmed that this aspect is available in their organization.

e) Conducting employee satisfaction surveys focusing on spirituality (Q2f) and Yoga and meditation (Q2a), are the next aspect concerning employee welfare (spiritual well-being). These are negligible aspects as they are not being considered as important aspects by the manufacturing companies.

Q3. Activities related to Employee Non-discrimination (Emotional well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee Non-discrimination (Emotional well-being)



Figure 4.3

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 3a | 25 | 83 | 395 | 77 | 420 | 78 |
| Q. 3b | 24 | 80 | 397 | 78 | 421 | 78 |
| Q. 3c | 24 | 80 | 376 | 74 | 400 | 74 |
| Q. 3d | 25 | 83 | 388 | 76 | 413 | 76 |
| Q. 3e | 22 | 73 | 322 | 63 | 344 | 64 |
| Q. 3f | 22 | 73 | 279 | 58 | 301 | 56 |
| **Total** | **142** | **79** | **2157** | **70** | **2299** | **71** |

Table 4.2

It is observed from the above figure that:

a)    Opportunity for career development (Q3a) and job security (Q3b) are the top most important aspects concerning non-discrimination (emotional well-being). Opportunity for career development is available in totality of 420 of 540 respondents of 30 companies surveyed i.e. 78% and in 25 out of 30 companies surveyed i.e. 83% as confirmed by HR heads and 395 out of 510 i.e. 77% of the employees surveyed have confirmed that this aspect is available in their organization.

b)    Similarly, Job security is available in totality of 421 of 540 respondents of 30 companies surveyed i.e. 78% and in 24 out of 30 companies surveyed i.e. 80% as confirmed by HR heads and 397 out of 510 i.e. 78% of the employees surveyed have confirmed that this aspect is available in their organization.

c)    Equality in team work (Q3d) is the second most important aspect concerning non-discrimination (emotional well-being). This is available in totality of 413 of 540 respondents of 30 companies surveyed i.e. 76% and in 25 out of 30 companies surveyed i.e. 80% as confirmed by HR heads and 388 out of 510 i.e. 76% of the employees surveyed have confirmed that this aspect is available in their organization.

d)    Grievances and complaints resolution (Q3c), appreciation of employee contribution in public (Q3e) and team building activities (Q3f) are the next aspects concerning non-discrimination (emotional well-being). These are also important aspects as considered by the manufacturing companies.

Q4.    Activities related to Employee Development (Intellectual well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee development (Intellectual well-being)

Figure 4.4

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 4a | 22 | 76 | 397 | 78 | 419 | 78 |
| Q. 4b | 20 | 67 | 383 | 75 | 403 | 75 |
| Q. 4c | 27 | 90 | 390 | 76 | 417 | 77 |
| Q. 4d | 27 | 90 | 375 | 74 | 402 | 74 |
| Q. 4e | 26 | 87 | 386 | 76 | 412 | 76 |
| Q. 4f | 23 | 77 | 399 | 78 | 422 | 78 |
| **Total** | **145** | **81** | **2330** | **76** | **2475** | **76** |

Table 4.3

It is observed from the above figure that:

a) Effective delegation of authorities and responsibilities (Q4f) and formal training and development relevant to employee needs

(Q4a) are the top most important aspects concerning employee development (intellectual well-being). Effective delegation of authorities and responsibilities is available in totality of 422 of 540 respondents of 30 companies surveyed i.e. 78% and in 23 out of 30 companies surveyed i.e. 77% as confirmed by HR heads and 399 out of 510 i.e. 78% of the employees surveyed have confirmed that this aspect is available in their organization.

b)      Similarly, formal training and development relevant to employee needs is available in totality of 419 of 540 respondents of 30 companies surveyed i.e. 78% and in 22 out of 30 companies surveyed i.e. 76% as confirmed by HR heads and 397 out of 510 i.e. 78% of the employees surveyed have confirmed that this aspect is available in their organization.

c)      Encouragement for experimenting new methods and creative ideas (Q4c) is the second most important aspect concerning employee development (intellectual well-being). This is available in totality of 417 of 540 respondents of 30 companies surveyed i.e. 77% and in 27 out of 30 companies surveyed i.e. 90% as confirmed by HR heads and 390 out of 510 i.e. 76% of the employees surveyed have confirmed that this aspect is available in their organization.

d)      Job requirements are clearly stated to everyone (Q4e), open discussions with superiors regarding career growth plans (Q4b) and organization goals and strategies known to everybody (Q4d) are the next aspects concerning employee development (intellectual well-being). These are also important aspects as considered by the manufacturing companies.

Q5.      Activities related to Social Involvement (Social well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee development (Intellectual well-being)
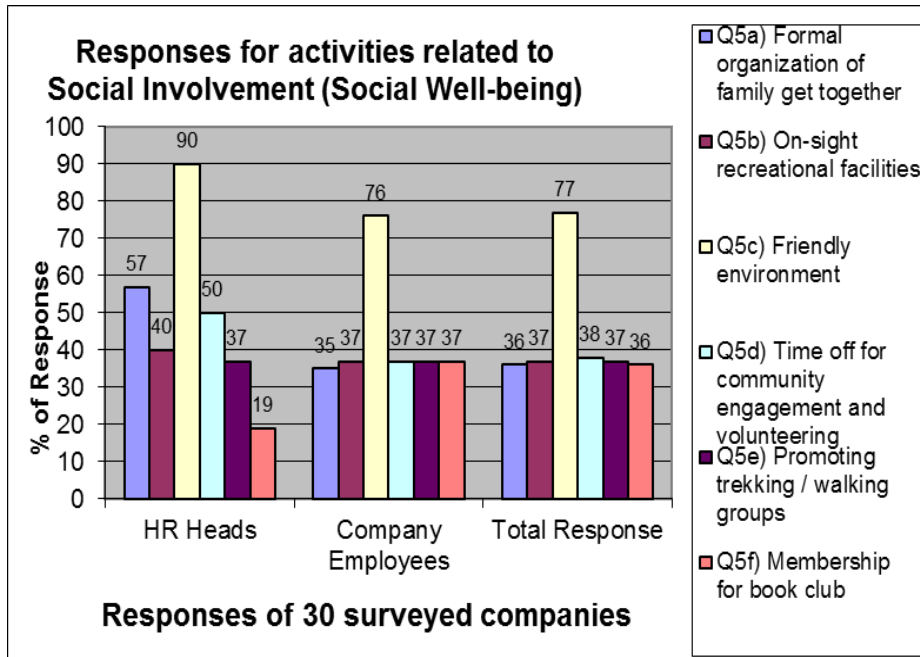
The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 5a | 17 | 57 | 179 | 35 | 196 | 36 |
| Q. 5b | 12 | 40 | 189 | 37 | 201 | 37 |
| Q. 5c | 27 | 90 | 388 | 76 | 415 | 77 |
| Q. 5d | 15 | 50 | 189 | 37 | 204 | 38 |
| Q. 5e | 11 | 37 | 189 | 37 | 200 | 37 |
| Q. 5f | 6 | 19 | 189 | 37 | 195 | 36 |
| **Total** | **88** | **49** | **1323** | **43** | **1411** | **44** |

Table 4.4

It is observed from the above graph that:

a)    Friendly environment (Q5c) is the top most important aspect concerning social involvement (social well-being). This is available in totality of 415 of 540 respondents of 30 companies surveyed i.e. 77% with 27 out of 30 companies surveyed i.e. 90% as confirmed by HR heads and 388 out of 510 i.e. 76% of the employees surveyed have confirmed that this aspect is available in their organization.

b)    Time off for community engagement and volunteering (Q5d) is the second most important aspect concerning social involvement (social well-being). This is available in totality of 204 of 540 respondents of 30 companies surveyed i.e. 38% and in 15 out of 30 companies surveyed i.e. 50% as confirmed by HR heads and 189 out of 510 i.e. 37% of the employees surveyed have confirmed that this aspect is available in their organization.

.c)    Onsite recreational facilities (Q5b), promoting trekking / walking groups (Q5e), formal organization of family get-together (Q5a) and membership of book club (Q5f) are the next aspects concerning social involvement (social well-being). These are also important aspects as considered by the manufacturing companies.

Q6.    Activities related to Employee Caring (Physical well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee caring (Physical well-being)
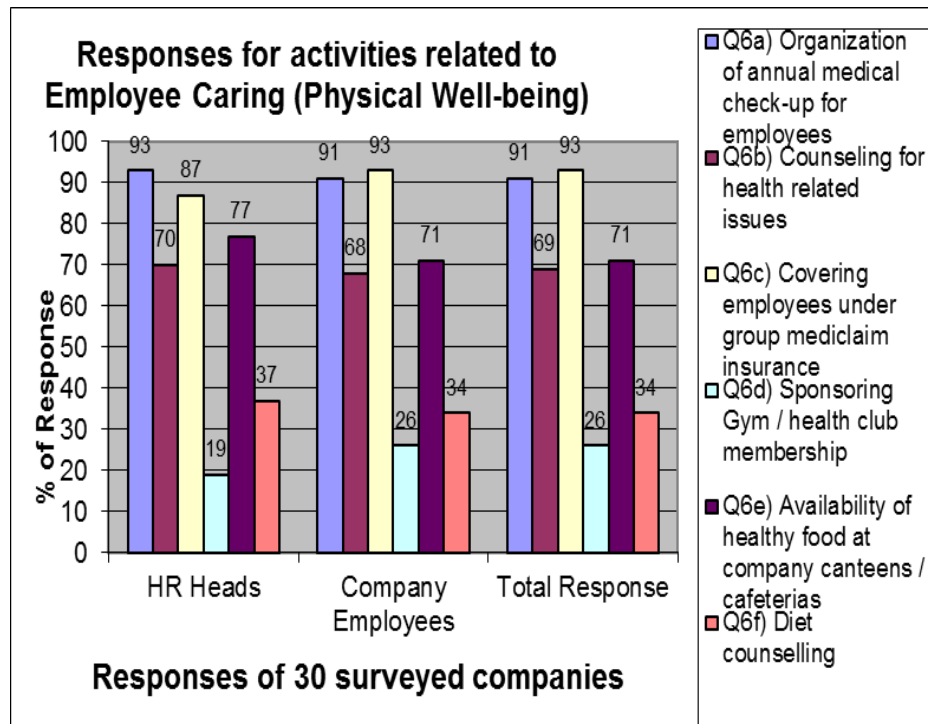


Figure 4.6

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 6a | 28 | 93 | 462 | 91 | 490 | 91 |
| Q. 6b | 21 | 70 | 349 | 68 | 370 | 69 |
| Q. 6c | 26 | 87 | 476 | 93 | 502 | 93 |
| Q. 6d | 6 | 19 | 135 | 26 | 141 | 26 |
| Q. 6e | 23 | 77 | 360 | 71 | 383 | 71 |
| Q. 6f | 11 | 37 | 171 | 34 | 182 | 34 |
| **Total** | **115** | **64** | **1953** | **64** | **2068** | **64** |

Table 4.5

It is observed from the above figure that:

a)     Covering employees under group mediclaim insurance (Q6c) is the top most important aspect concerning employee caring (physical well-being). This is available in totality of 502 of 540 respondents of 30 companies surveyed i.e. 93% with 26 out of 30 companies surveyed i.e. 87% as confirmed by HR heads and 476 out of 510 i.e. 93% of the employees surveyed have confirmed that this aspect is available in their organization.

b)     Organization of the annual medical check-up for employees (Q6a) is the second most important aspect concerning employee caring (physical well-being). This is available in totality of 490 of 540 respondents of 30 companies surveyed i.e. 91% with 28 out of 30 companies surveyed i.e. 93% as confirmed by HR heads and 462 out of 510 i.e. 91% of the employees surveyed have confirmed that this aspect is available in their organization.

c)     Availability of healthy food at company canteen / cafeterias (Q6e) is the next most important aspect concerning employee caring (physical well-being). This is available in totality of 383 of 540 respondents of 30 companies surveyed i.e. 71% with 23 out of 30 companies surveyed i.e. 77% as confirmed by HR heads and 360 out of 510 i.e. 71% of the employees surveyed have confirmed that this aspect is available in their organization.

d)      Similarly, counselling for health related issues (Q6b) is available in totality of 370 of 540 respondents of 30 companies surveyed i.e. 69% with 21 out of 30 companies surveyed i.e. 70% as confirmed by HR heads and 349 out of 510 i.e. 68% of the employees surveyed have confirmed that this aspect is available in their organization.

e)      Diet counselling (Q6f) and Sponsoring gym / health club membership (Q6d) are the next aspect concerning employee caring (physical well-being). These are negligible aspects as they are not being considered as important aspects by the manufacturing companies.

Q7.   Activities related to Employee safety (occupational well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee safety (Occupational well-being)
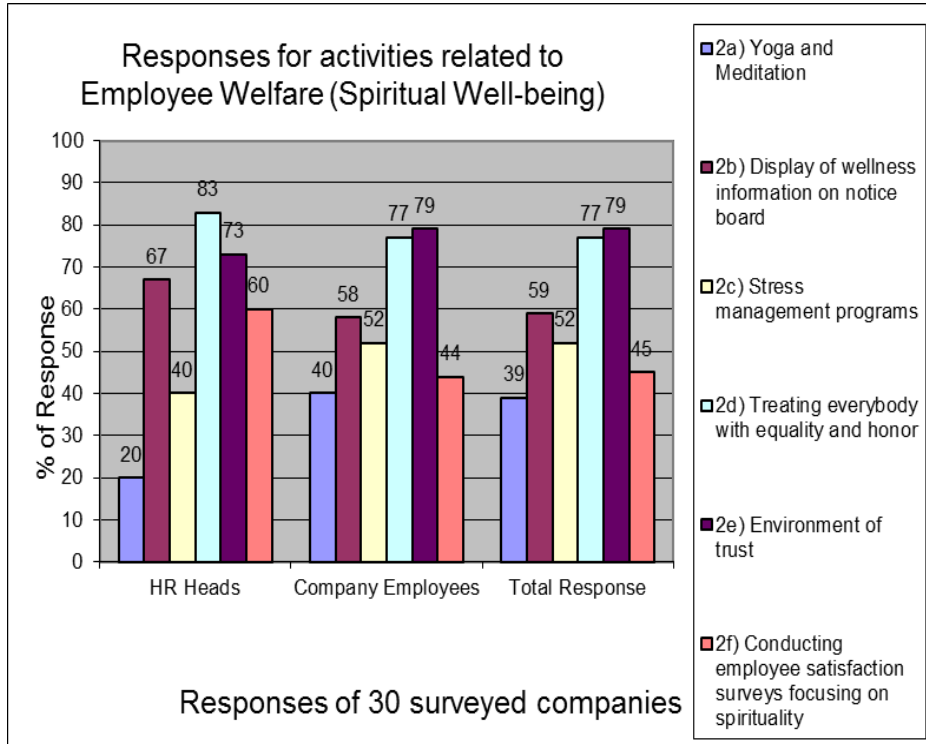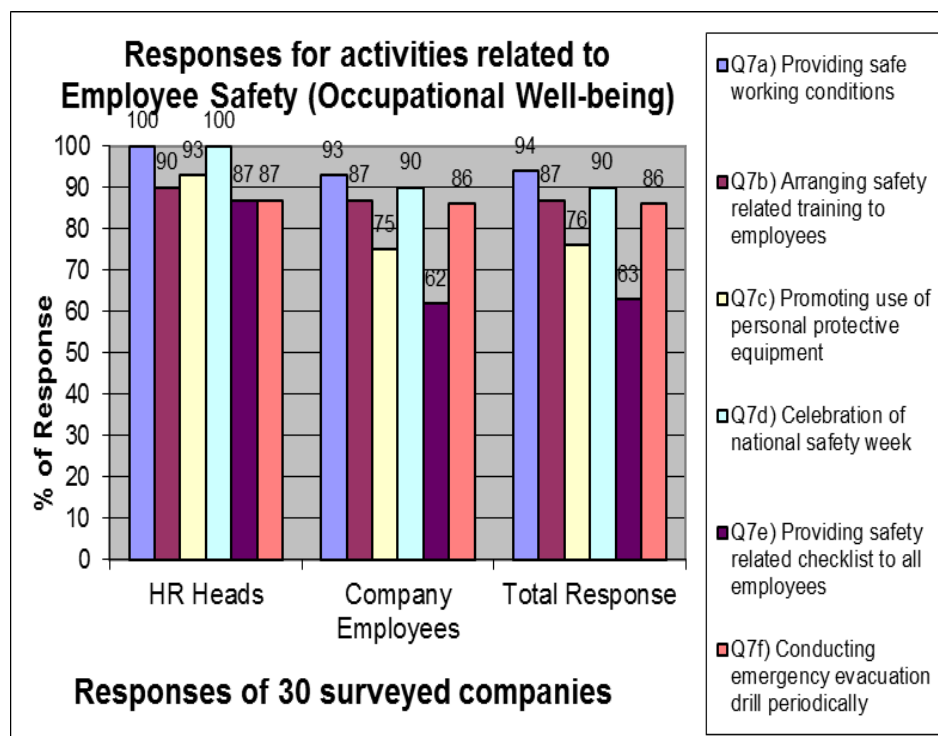


Figure 4.7

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 7a | 30 | 100 | 475 | 93 | 505 | 94 |
| Q. 7b | 27 | 90 | 445 | 87 | 472 | 87 |
| Q. 7c | 28 | 93 | 382 | 75 | 410 | 76 |
| Q. 7d | 30 | 100 | 458 | 90 | 488 | 90 |
| Q. 7e | 26 | 87 | 315 | 62 | 341 | 63 |
| Q. 7f | 26 | 87 | 438 | 86 | 464 | 86 |
| **Total** | **167** | **93** | **2513** | **82** | **2680** | **83** |

Table 4.6

It is observed from the above graph that:

a) Providing safe working conditions (Q7a) is the top most important aspects concerning employee safety (occupational well-being). This is available in totality of 505 of 540 respondents of 30 companies surveyed i.e. 94% with 30 out of 30 companies surveyed i.e. 100% as confirmed by HR heads and 475 out of 510 i.e. 93% of the employees surveyed have confirmed that this aspect is available in their organization.

b) celebration of national safety week (Q7d) is the second most important aspect concerning employee safety (occupational well-being). This is available in totality of 488 of 540 respondents of 30 companies surveyed i.e. 90% with 30 out of 30 companies surveyed i.e. 100% as confirmed by HR heads and 458 out of 510 i.e. 90% of the employees surveyed have confirmed that this aspect is available in their organization.

.c) Arranging safety related training to employees (Q7b), conducting emergency evacuation drill periodically (Q7f), promoting use of personal protective equipment (Q7c) and providing safety related checklist to all employees (Q7e) are the next aspects concerning employee safety (occupational well-being). These are also important aspects as considered by the manufacturing companies.

Q8. Activities related to Employee Rewards (Financial well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Employee rewards (Financial well-being)
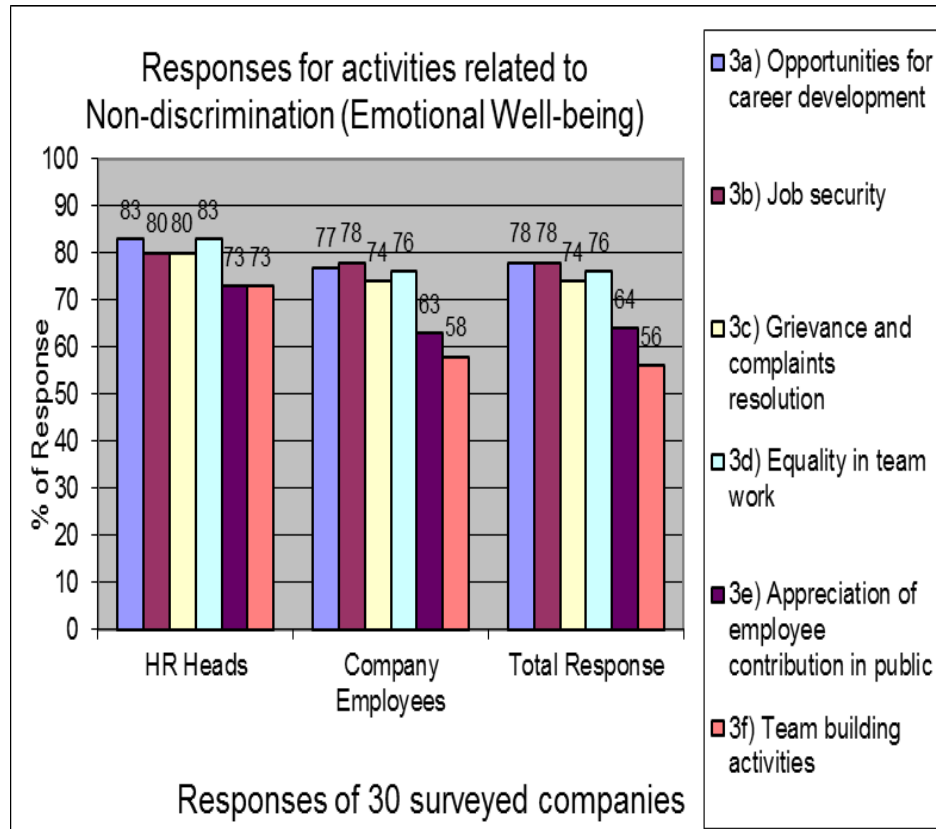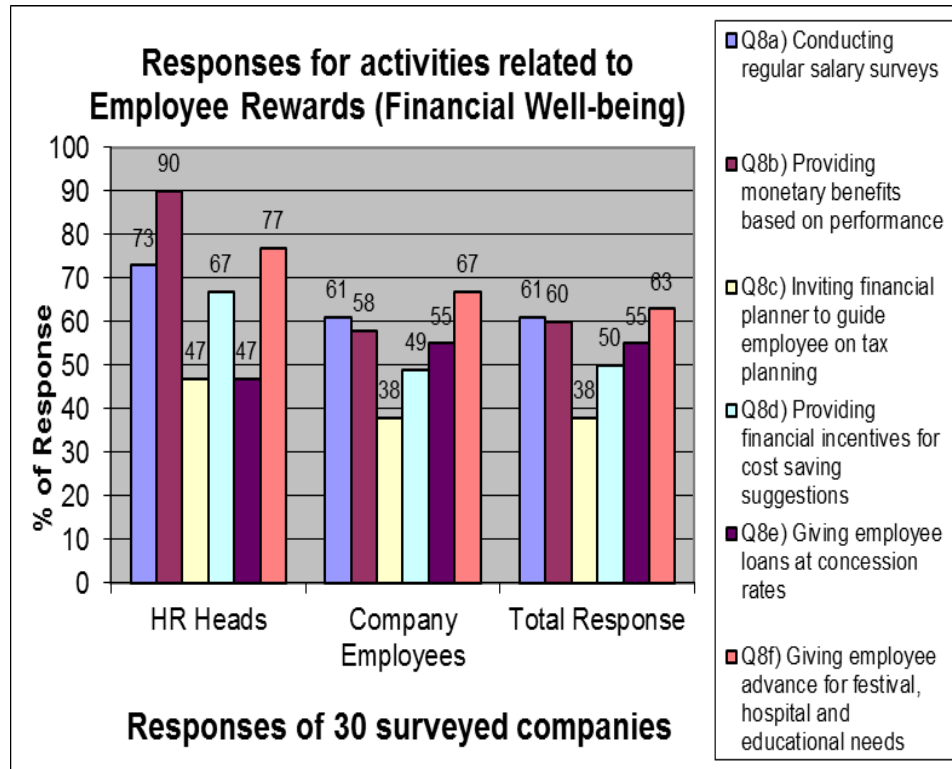


Figure 4.8

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 8a | 22 | 73 | 309 | 61 | 331 | 61 |
| Q. 8b | 27 | 90 | 298 | 58 | 325 | 60 |
| Q. 8c | 14 | 47 | 193 | 38 | 207 | 38 |
| Q. 8d | 20 | 67 | 250 | 49 | 270 | 50 |
| Q. 8e | 14 | 47 | 281 | 55 | 295 | 55 |
| Q. 8f | 23 | 77 | 318 | 67 | 341 | 63 |
| **Total** | **120** | **67** | **1649** | **54** | **1769** | **55** |

Table 4.7

It is observed from the above graph that:

a)    Giving employee advance for festival, hospital and educational needs (Q8f) is the top most important aspect concerning employee rewards (financial well-being). This is available in totality of 341 of 540 respondents of 30 companies surveyed i.e. 63% with 23 out of 30 companies surveyed i.e. 77% as confirmed by HR heads and 318 out of 510 i.e. 67% of the employees surveyed have confirmed that this aspect is available in their organization.

b)    Conducting regular salary surveys (Q8a) is the second most important aspect concerning employee rewards (financial well-being). This is available in totality of 331 of 540 respondents of 30 companies surveyed i.e. 61% with 22 out of 30 companies surveyed i.e. 73% as confirmed by HR heads and 309 out of 510 i.e. 61% of the employees surveyed have confirmed that this aspect is available in their organization.

.c)    Providing monetary benefits based on performance (Q8b) is the next most important aspect concerning employee rewards (financial well-being). This is available in totality of 325 of 540 respondents of 30 companies surveyed i.e. 60% with 27 out of 30 companies surveyed i.e. 90% as confirmed by HR heads and 298 out of 510 i.e. 58% of the employees surveyed have confirmed that this aspect is available in their organization.

d)    Providing financial incentives for cost saving suggestions (Q8d), inviting financial planner to guide employee on tax planning (Q8c) and giving employee loans at concessional rates (Q8e) are the next aspect concerning employee rewards (financial well-being). These are aspects not being considered as important aspects by the manufacturing companies.

Q9.    Activities related to Company Environment (Environmental well-being):

Following bar chart (figure) shows the responses of the HR heads and excellent performing managers towards activities available in the 30 surveyed companies relating to Company environment (Environmental well-being)
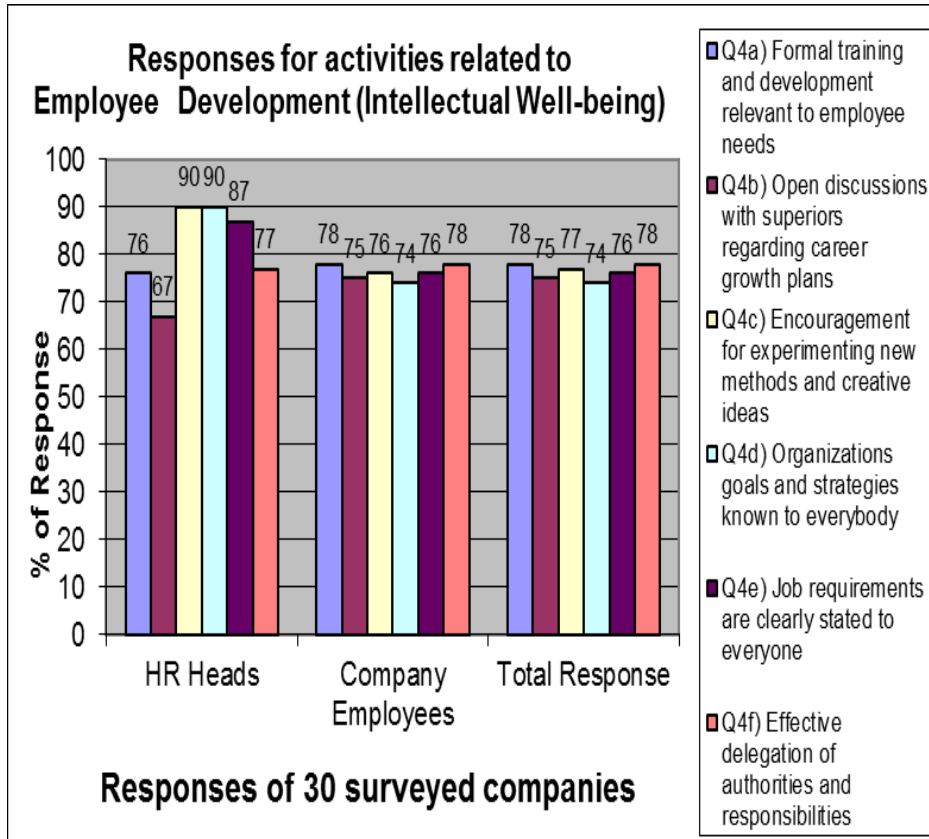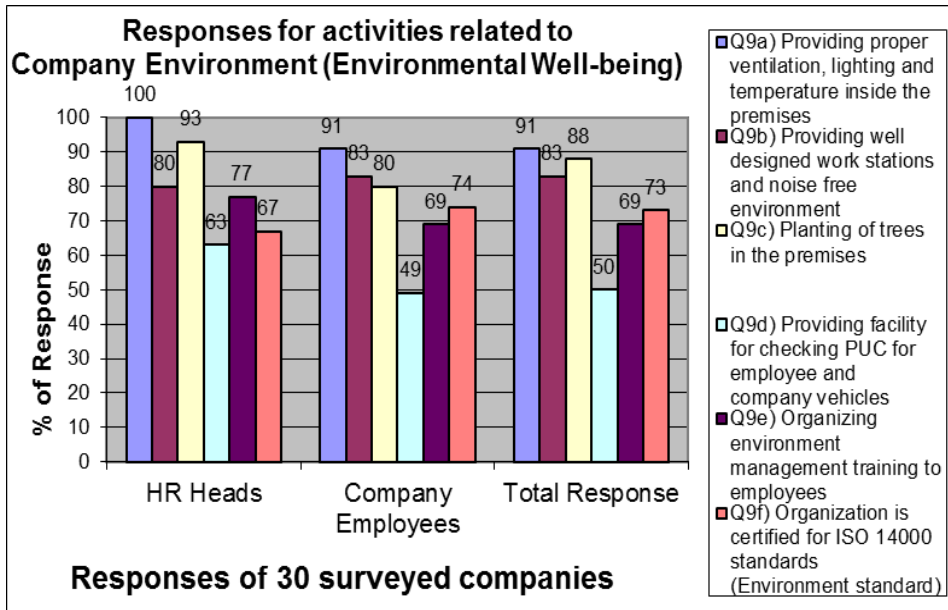
Figure 4.9

The above chart has been drawn based on the table below of the responses of the HR heads and excellent performing managers.

| Positive Response | HR Heads / CEO's 30 Nos. | % | Company Employees 510 Nos. | % | Total Response 540 Nos. | % |
|---|---|---|---|---|---|---|
| Q. 9a | 30 | 100 | 463 | 91 | 493 | 91 |
| Q. 9b | 24 | 80 | 423 | 83 | 447 | 83 |
| Q. 9c | 28 | 93 | 449 | 80 | 477 | 88 |
| Q. 9d | 19 | 63 | 250 | 49 | 269 | 50 |
| Q. 9e | 23 | 77 | 351 | 69 | 374 | 69 |
| Q. 9f | 20 | 67 | 375 | 74 | 395 | 73 |
| **Total** | **144** | **80** | **2311** | **76** | **2455** | **76** |

Table 4.8

It is observed from the above figure that:

a)      Providing proper ventilation, lighting and temperature inside the premises (Q9a) is the top most important aspect concerning company environment (environmental well-being). This is available in totality of 493 of 540 respondents of 30 companies surveyed i.e. 91% with 30 out of 30 companies surveyed i.e. 100% as confirmed by HR heads and 463 out of 510 i.e. 91% of the employees surveyed have confirmed that this aspect is available in their organization.

b)     Planting of trees in premises (Q9c) is the second most important aspect concerning company environment (environmental well-being). This is available in totality of 477 of 540 respondents of 30 companies surveyed i.e. 88% with 28 out of 30 companies surveyed i.e. 93% as confirmed by HR heads and 449 out of 510 i.e. 80% of the employees surveyed have confirmed that this aspect is available in their organization.

.c)     Providing well designed work stations and noise free environment (Q9b) is the next most important aspect concerning company environment (environmental well-being). This is available in totality of 447 of 540 respondents of 30 companies surveyed i.e. 83% with 24 out of 30 companies surveyed i.e. 80% as confirmed by HR heads and 423 out of 510 i.e. 83% of the employees surveyed have confirmed that this aspect is available in their organization.

d)     Organization is certified for ISO 14000 standards (environment standard) (Q9f) organizing environment management training to employees (Q9e) and providing facility for checking PUC for employee and company vehicles (Q9d) are the next aspect concerning company environment (environmental well-being). These are also important aspects considered by the manufacturing companies.

### 4.2.3   Some unique initiatives practiced by surveyed companies:

1.     A Multinational company in Hadapsar is having well defined CSR Policy focusing on:

a.     Eradicating hunger, poverty and malnutrition, promoting preventive health care and sanitation and availability of safe drinking water.

b.     Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects.

c.     Rural development projects etc.

1.     An Indian company in Hadapsar is conducting various projects / initiatives as follows:

a.     Conducting health check-up for students of adopted schools every year with Physical, Eye Check-up and lab Tests

b. Free distribution of Spectacles for those with refractive errors and further check-up and interventions for other eye conditions like squint etc. in subsidized rate.

c. HIV AIDS affected people living with general community, contract labour, trainees, teachers and non-teaching staff from adopted schools creating awareness about HIV AIDS.

d. Awareness about water, sanitation and hygiene among the school children from nearby schools by promoting employee volunteering and training the volunteers to implement the schemes.

2. Indian Group of companies in Hadapsar practices various initiatives as listed below:

a. Providing Traffic Wardens on Pune Solapur Road supporting Traffic Police to regulate road traffic.

b. Sponsoring funds for road widening work to Pune Municipal Corporation.

c. Replantation of trees coming in between the road widening work.

d. Sponsoring free tickets to employees and their family members and friends for horse races at Race Course.

e. Providing Swine Flu vaccines for employees and their families free of cost.

f. Providing well equipped health care center with ambulance & doctor facility for industrial accidents and injuries to employees.

3. Indian companies in Pimpri Chinchwad area having following initiatives:

a. Display of wellness information on notice boards.

b. Celebration of National Safety week with competitions and awards for safety.

c. Organizing family get-together of employees

d. Organizing medical check-up camp in company premises for company employees

e.     Conducting regular emergency evacuation drive for employee safety.

f.     Giving loans and festival advances to employees at concessional rates.

g.     Providing scholarships and distribution of merit certificates for higher education of children of company employees.

h.     Providing food packets and water facility for warkaries during Pandharpur wari.

i.     Giving loans and hospitalization advance to employees at concessional rates.

j.     Promoting trekking and walking groups of employees.

k.     Organizing Pranayam & Yoga classes regularly for company employees.

l.     Organizing Art of Living classes regularly for company employees.

m.     Providing facility for filling of Income Tax returns for employees through outside chartered accountant free of costs.

n.     Sponsoring health club membership for managerial employees limiting to    Rs. 6,000/- per year.

o.     Arranging PUC check-up for company and employee vehicles at concessional rates twice a year.

p.     Conducting employee satisfaction survey and implementing acceptable suggestions.

4.     A Multinational company in Chinchwad practices following initiatives:

a. Promoting trekking and walking groups of employees.

b. Participating in Pimpri Chinchwad Corporations initiative of separation of dry and wet garbage and its disposal.

c. Participating and winning medals in industrial cricket tournaments by company employees.

d. Celebration of Annual day with company employees and their family members

e. Conducting regular medical check-up camp for company employees.

f. Arranging lecture session on health and diet by outside experts for company employees.

g. Promoting participation of employees in Pune Marathon.

h. Arranging PUC check-up for company and employee vehicles.

i. Celebration of National safety week with safety competitions and awards for company employees.

j. Giving loans and advances at concessional rates to company employees

5. An Indian company in Talegaon Kanhe implemented following initiatives:

a. Given employment to sons of soil.

b. Implemented water conservation project in the company.

c. Tree plantation and gardening activities inside the company and also at Kanhe village.

d. Organized free eye camp and providing spectacles for Kanhe villagers.

e. Annual day and family day celebrations with employees and their families.

f. Started book library inside the company for employees.

g. Distribution of scholarships for sons and daughters of employees for higher education.

h. Giving loans and advances to employees at concessional rates.

i. Celebration National Safety week and organizing safety essays, slogans, and posters competitions and rewarding employees for outstanding entries.

j. Organizing annual picnic for company employees.

6. A group of Multinational companies in Ranjangaon area practicing following initiatives:

    a. Donation of tables, chairs, benches and desktops to the local school at Ranjangaon area.

    b. Provision of medical aid and ambulance service to company employees.

    c. Display of wellness information, articles on company notice boards.

    d. Organizing annual medical camp for company employees.

    e. Celebration of National safety week, Road safety campaign and organizing safety competitions for company employees.

4.3     **Research objective No. 2**: To examine and access perceptions of HR Heads & their Excellent Performing Managers about the impact of workplace environment on employees' motivation, performance level, health and their productivity.

While doing the research work total 30 companies were surveyed of which 15 are Multinational and 15 are Indian companies. Questionnaire –D was used to record the responses of HR Heads and 125 excellent performing managers from these 30 surveyed companies to examine and assess the impact of workplace environment on employees' motivation, performance level, health and their productivity. Following are the findings of the survey:

To ascertain the objective, questionnaire was designed based on following assumptions.

a) When workplace environment is good it helps to increase motivation, performance level, health & productivity of the employees.

b) Motivated employees enjoy their work which will give them satisfaction.

c) Satisfied employees will be motivated for achieving better performance.

d) Their performance will improve when there is clear vision and better communication from the Top management.

e) Even some one is unhappy then by speaking with him to understand why is unhappy and trying to solve his problem may lead to improve his performance.

f) Motivated and performing employees will be healthier and help to reduce absenteeism and reduction of stress level.

g) Motivated, performing and healthy employees help in improving the productivity of the organization.

All the aspects listed above were included in the questionnaire and the findings of the survey are listed below.

### 4.3.1 **Observations based on Primary Data:**

Questionnaire D: following questions were asked to analyse the effect of employee well-being initiatives on employee motivation, health and productivity.

Q1a) Good environment improves motivation level and performance of employees:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 30 | 100 | 125 | 100 | 155 | 100 |
| Disagree | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.9

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

Figure 4.10

It is observed from the above chart that:

a)     100% of the HR heads and excellent performing managers of the companies surveyed have confirmed that they agree that good environment improves motivation level and performance of employees

b)     This indicator is very positive and valuable one to indicate that promoting employee well-being through good environment results in improving employee motivation and thereby improving employee performance.

Q1j) Lack of vision and poor communication from management affects employee performance:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 27 | 90 | 110 | 88 | 137 | 88 |
| Disagree | 3 | 10 | 15 | 12 | 18 | 12 |
| Total | 30 | 100 | 125 | 100 | 155 | 100 |

Table 4.10

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

94

Figure 4.11

It is observed from the above chart that:

a)      90% of the HR heads of the companies surveyed (27 out of 30) have confirmed they agree that lack of vision and poor communication from management affects employee performance.

b)      At the same time 88% of the excellent performing managers (110 out of 125) form the companies surveyed have confirmed they agree that lack of vision and poor communication from management affects employee performance.

c)      Therefore, responses of HR heads and performing managers taken together (137 out of 155) of the companies surveyed 88% of them have confirmed that they agree that lack of vision and poor communication from management affects employee performance.

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in improving employee motivation and thereby improving employee performance.

Q1m)If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 25 | 83 | 100 | 80 | 125 | 81 |
| Disagree | 5 | 17 | 25 | 20 | 30 | 19 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

<div align="right">Table 4.11</div>

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



<div align="right">Figure 4.12</div>

It is observed from the above chart that:

a)      83% of the HR heads of the companies surveyed (25 out of 30) have confirmed they agree that If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance

b)      At the same time 80% of the excellent performing managers (100 out of 125) form the companies surveyed have confirmed they agree that If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance.

c)      Therefore, responses of HR heads and performing managers taken together (125 out of 155) of the companies surveyed 81% of them have confirmed that agree that If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance.

d)     This indicator is very positive and valuable one to indicate that If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance

Q2a) Promoting employee well-being will result in improving employee motivation:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|-----|-------------------------------|-----|----------------|-----|
| Agree | 29 | 97 | 121 | 97 | 150 | 97 |
| Disagree | 1 | 3 | 4 | 3 | 5 | 3 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.12

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.13

It is observed from the above chart that:

a)     97% of the HR heads of the companies surveyed (29 out of 30) have confirmed they believe that promoting employee well-being will result in improving employee motivation.

b)     At the same time 97% of the excellent performing managers (121 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in improving employee motivation.

97

c)      Therefore, responses of HR heads and performing managers taken together (150 out of 155) of the companies surveyed 97% of them have confirmed that they believe that promoting employee well-being will result in improving employee motivation.

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in improving employee motivation and thereby improving employee performance.

Q2d) Promoting employee well-being will result in improving better productivity:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 28 | 93 | 116 | 93 | 144 | 93 |
| Disagree | 2 | 7 | 9 | 7 | 11 | 7 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.13

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.14

It is observed from the above chart that:

a)      93% of the HR heads of the companies surveyed (28 out of 30) have confirmed they believe that promoting employee well-being will result in improving better productivity.

b)     At the same time 93% of the excellent performing managers (116 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in improving better productivity.

c)     Therefore, responses of HR heads and performing managers taken together (144 out of 155) of the companies surveyed 93% of them have confirmed that they believe that promoting employee well-being will result in improving better productivity.

d)     This indicator is very positive and valuable one to indicate that promoting employee well-being results in improving employee productivity and thereby improving employee performance.

Q2e) Promoting employee well-being will result in better teamwork leading to better employee performance:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 29 | 97 | 122 | 98 | 151 | 97 |
| Disagree | 1 | 3 | 3 | 2 | 4 | 3 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.14

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.15

It is observed from the above chart that:

a)      97% of the HR heads of the companies surveyed (29 out of 30) have confirmed they believe that promoting employee well-being will result in better teamwork leading to better employee performance.

b)      At the same time 98% of the excellent performing managers (122 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in better teamwork leading to better employee performance.

c)      Therefore, responses of HR heads and performing managers taken together (151 out of 155) of the companies surveyed 97% of them have confirmed that they believe that promoting employee well-being will result in better teamwork leading to better employee performance

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in improving employee productivity and thereby improving employee performance.

Q2f) Promoting employee well-being will result in better customer satisfaction leading to better employee performance:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|-----|-------------------------------|-----|----------------|-----|
| Agree    | 24               | 80  | 103                           | 82  | 127            | 82  |
| Disagree | 6                | 20  | 22                            | 18  | 28             | 18  |
| **Total** | **30**          | **100** | **125**                   | **100** | **155**      | **100** |

Table 4.15

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

Figure 4.16

It is observed from the above chart that:

a)      80% of the HR heads of the companies surveyed (24 out of 30) have confirmed they believe that promoting employee well-being will result in better customer satisfaction leading to better employee performance.

b)      At the same time 82% of the excellent performing managers (103 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in better customer satisfaction leading to better employee performance.

c)      Therefore, responses of HR heads and performing managers taken together (127 out of 155) of the companies surveyed 82% of them have confirmed that they believe that promoting employee well-being will result in better customer satisfaction leading to better employee performance

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in improving employee productivity and thereby improving employee performance.

Q2h) Promoting employee well-being will result in reduction in absenteeism:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 26 | 87 | 106 | 85 | 132 | 85 |
| Disagree | 4 | 13 | 19 | 15 | 23 | 15 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.16

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
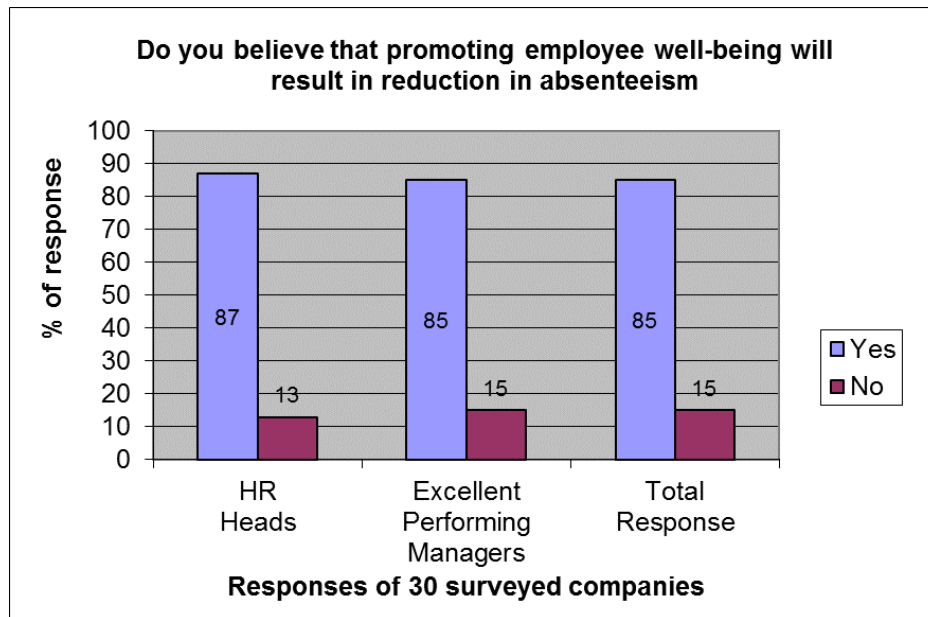


Figure 4.17

It is observed from the above chart that:

a) 87% of the HR heads of the companies surveyed (26 out of 30) have confirmed they believe that promoting employee well-being will result in reduction in absenteeism.

b) At the same time 85% of the excellent performing managers (106 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in reduction in absenteeism.

c) Therefore, responses of HR heads and performing managers taken together (132 out of 155) of the companies surveyed 85% of them have confirmed that they believe that promoting employee well-being will result reduction in absenteeism.

d)     This indicator is very positive and valuable one to indicate that promoting employee well-being results in reduction in absenteeism. and thereby improving employee performance.

Q2i) Promoting employee well-being will result in employee engagement leading to better employee productivity:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 24 | 80 | 91 | 73 | 115 | 74 |
| Disagree | 6 | 20 | 34 | 27 | 40 | 26 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.17

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
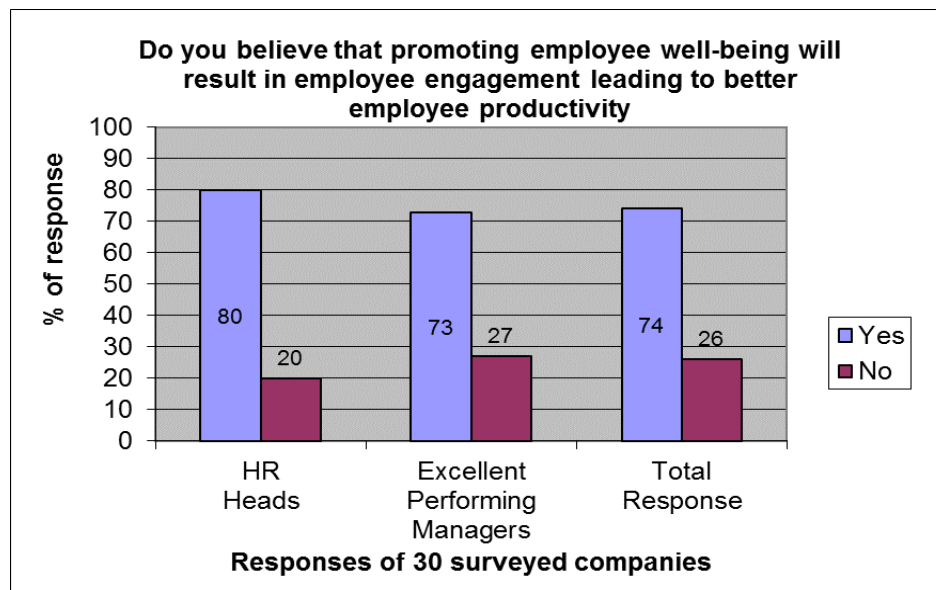


Figure 4.18

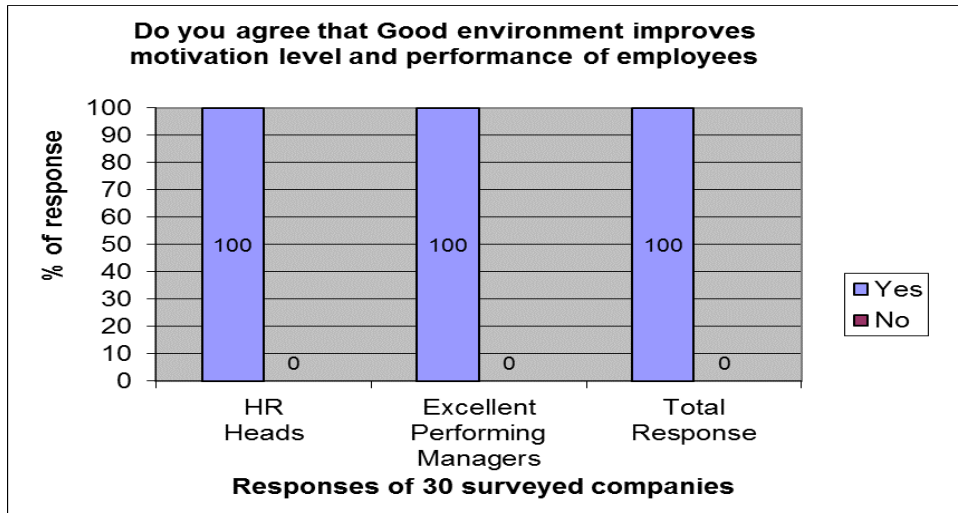It is observed from the above chart that:

a)     80% of the HR heads of the companies surveyed (24 out of 30) have confirmed they believe that promoting employee well-being will result in employee engagement leading to better employee productivity

103

b)      At the same time 73% of the excellent performing managers (91 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in employee engagement leading to better employee productivity

c)      Therefore, responses of HR heads and performing managers taken together (115 out of 155) of the companies surveyed 74% of them have confirmed that they believe that promoting employee well-being will result in employee engagement leading to better employee productivity

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in reduction in absenteeism. and thereby improving employee performance.

Q2j) Promoting employee well-being will result in maintaining better work life balance leading to better employee productivity:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|-----|-------------------------------|-----|----------------|-----|
| Agree    | 24               | 80  | 99                            | 79  | 123            | 79  |
| Disagree | 6                | 20  | 26                            | 21  | 32             | 21  |
| **Total** | **30**          | **100** | **125**                   | **100** | **155**     | **100** |

Table 4.18

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

It is observed from the above chart that:

a)      80% of the HR heads of the companies surveyed (24 out of 30) have confirmed they believe that promoting employee well-being will result in employee engagement leading to better employee productivity

b)      At the same time 79% of the excellent performing managers (99 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in employee engagement leading to better employee productivity

c)      Therefore, responses of HR heads and performing managers taken together (123 out of 155) of the companies surveyed 79% of them have confirmed that they believe that promoting employee well-being will result in employee engagement leading to better employee productivity

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in reduction in absenteeism. and thereby improving employee performance.

Q2k) Promoting employee well-being will result in effective stress management:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------|-----|------|-----|------|-----|
| Agree | 20 | 67 | 84 | 67 | 104 | 67 |
| Disagree | 10 | 33 | 41 | 33 | 51 | 33 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.19

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
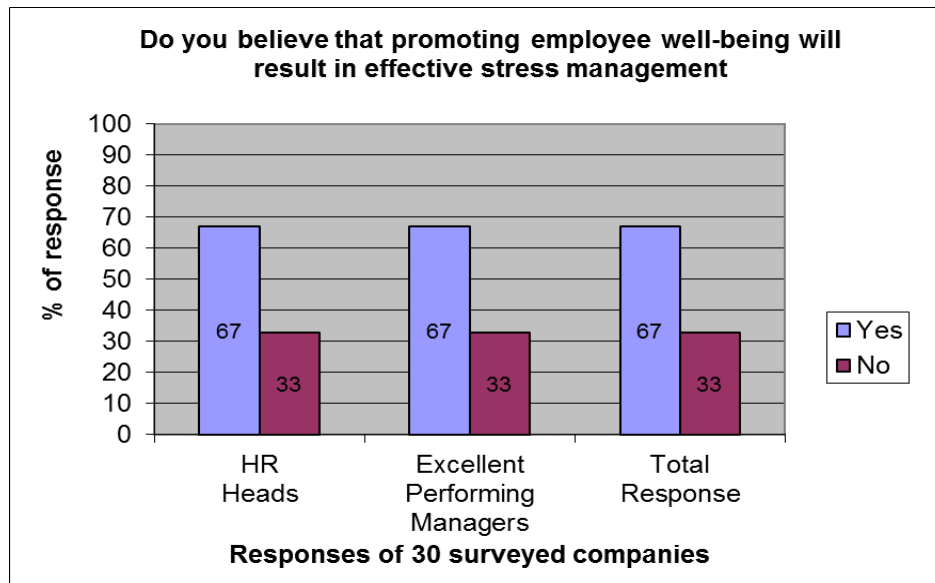


Figure 4.20

It is observed from the above chart that:

a)　　67% of the HR heads of the companies surveyed (20 out of 30) have confirmed they believe that promoting employee well-being will result in effective stress management.

b)　　At the same time 67% of the excellent performing managers (84 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in effective stress management.

c)　　Therefore, responses of HR heads and performing managers taken together (104 out of 155) of the companies surveyed 67% of them have confirmed that they believe that promoting employee well-being will result in effective stress management.

d)    This indicator is very positive and valuable one to indicate that promoting employee well-being results in effective stress management and thereby improving employee performance.

Q2l) Promoting employee well-being will result in improving corporate image leading to better employee motivation:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|-----|-------------------------------|-----|----------------|-----|
| Agree | 24 | 80 | 94 | 75 | 118 | 76 |
| Disagree | 6 | 20 | 31 | 25 | 37 | 24 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.20

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
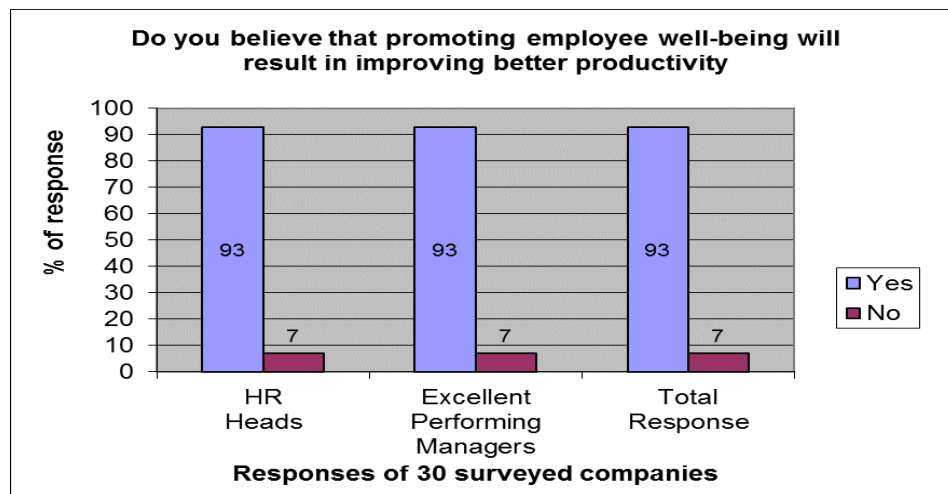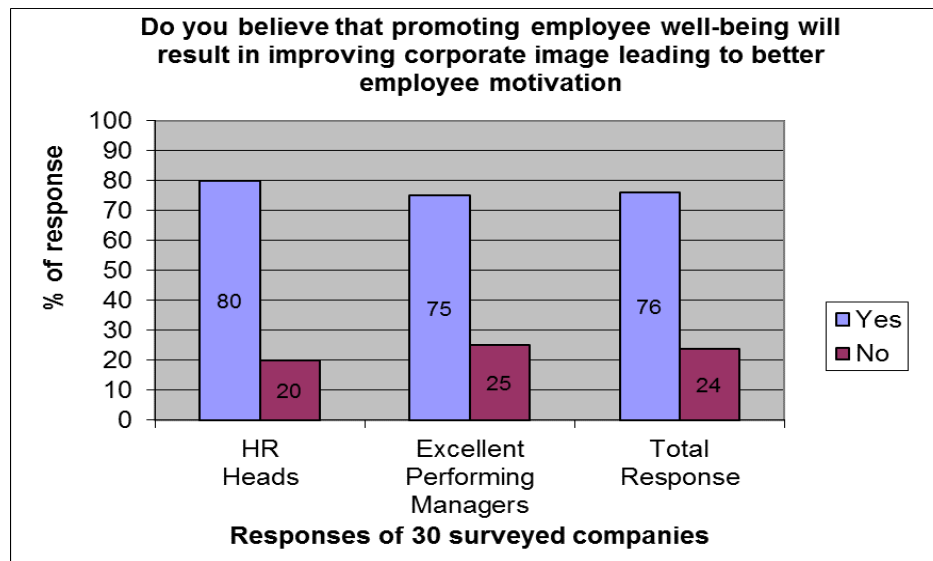


Figure 4.21

It is observed from the above chart that:

a)    80% of the HR heads of the companies surveyed (24 out of 30) have confirmed they believe that promoting employee well-being will result in improving corporate image leading to better employee motivation.

b)      At the same time 75% of the excellent performing managers (94 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in improving corporate image leading to better employee motivation.

c)      Therefore, responses of HR heads and performing managers taken together (118 out of 155) of the companies surveyed 76% of them have confirmed that they believe that promoting employee well-being will result in improving corporate image leading to better employee motivation.

d)      This indicator is very positive and valuable one to indicate that promoting employee well-being results in effective stress management and thereby improving employee performance.

Q2m)Promoting employee well-being will result in achieving company goals and objectives leading to better employee performance:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 26 | 87 | 107 | 86 | 133 | 86 |
| Disagree | 4 | 13 | 18 | 14 | 22 | 14 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.21

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
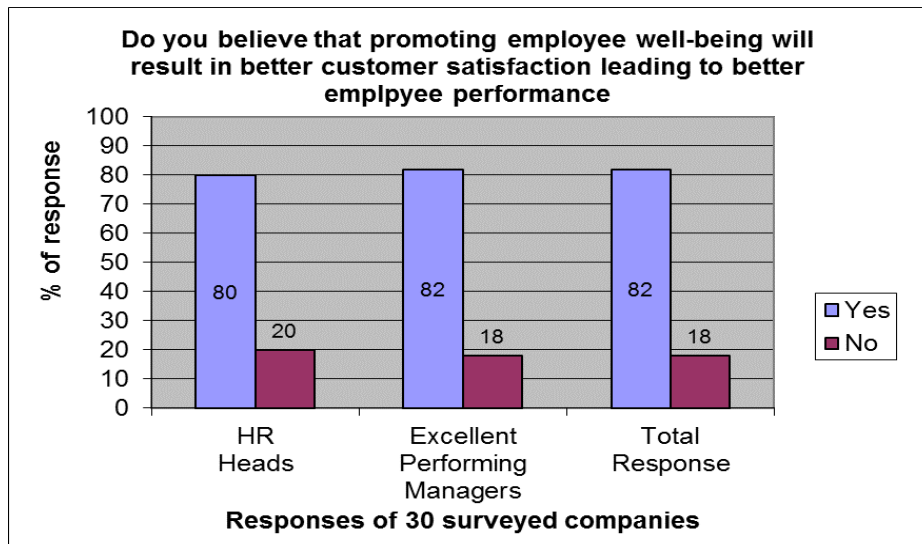


Figure 4.22

108

It is observed from the above chart that:

a)  87% of the HR heads of the companies surveyed (26 out of 30) have confirmed they believe that promoting employee well-being will result in improving corporate image leading to better employee motivation.

b)  At the same time 86% of the excellent performing managers (107 out of 125) form the companies surveyed have confirmed they believe that promoting employee well-being will result in improving corporate image leading to better employee motivation.

c)  Therefore, responses of HR heads and performing managers taken together (133 out of 155) of the companies surveyed 86% of them have confirmed that they believe that promoting employee well-being will result in improving corporate image leading to better employee motivation.

d)  This indicator is very positive and valuable one to indicate that promoting employee well-being results in effective stress management and thereby improving employee performance.

Overall response for all the above 13 questions taken together it will show the total impact of workplace environment on employees' motivation, performance level, health and productivity.

Following table shows the total responses of the HR heads and excellent performing managers of the 30 surveyed companies for above 13 questions asked for.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|-----|-------------------------------|-----|----------------|-----|
| Agree | 336 | 86 | 1378 | 85 | 1714 | 85 |
| Disagree | 54 | 14 | 247 | 15 | 301 | 15 |
| **Total** | **390** | **100** | **1625** | **100** | **2015** | **100** |

Table 4.22

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
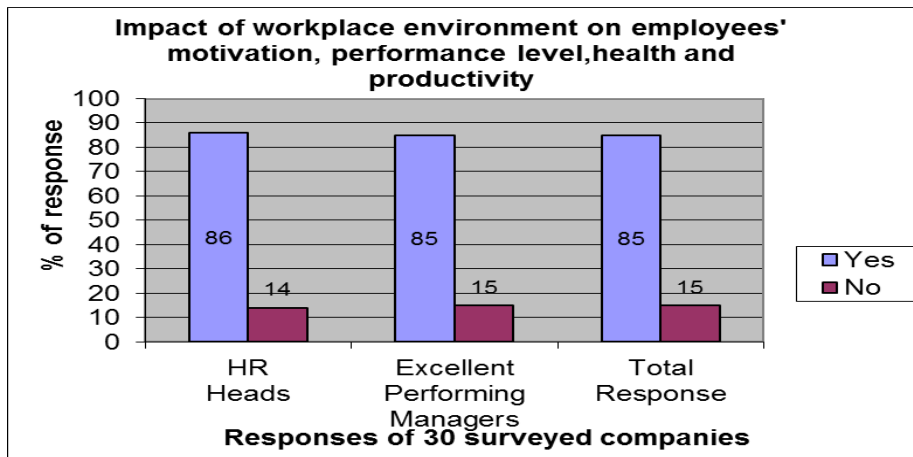
Figure 4.23

It is observed from the above chart that:

a)      86% of the HR heads of the companies surveyed (total 336 out of 390 responses) have confirmed they believe that workplace environment has an impact on employees' motivation, performance level, health and productivity.

b)      At the same time 85% of the excellent performing managers (1378 out of 1625 responses) form the companies surveyed have confirmed they believe that workplace environment has an impact on employees' motivation, performance level, health and productivity.

Therefore, responses of HR heads and performing managers taken together (1714 out of 2015 responses) of the companies surveyed i.e. 85% of them have confirmed that workplace environment has an impact on employees' motivation, performance level, health and productivity. This indicator is very positive and valuable one to indicate that workplace environment has an impact on employees' motivation, performance level, health and productivity.

4.3.2      **Observations as per Secondary data:**

1.      Nice (2009) stated that promotion of employee well-being can have economic benefits for employers, from

a.      increased commitment and job satisfaction,

b.      staff retention,

c.      improved productivity and performance and

d.      reduced staff absenteeism.

110

2. Mills, Kessler, Cooper & Sullivan (2007) observed that multicomponent well-being interventions have shown

    a.    to reduce the risk of stress significantly,

    b.    improve work performance and

    c.    reduce absenteeism.

3. Guest and Conway (2005) stated that

    a.    high levels of stress are associated with lower levels of motivation and commitment and

    b.    stress is associated with higher intentions among employees to leave organizations.

4. OPP (2008) stated that stress is a significant cause of conflict of work.

5. Coats and Max (2005) have observed that employees are likely to experience increased work strain if:

    a.    Employment is insecure

    b.    Work is monotonous and repetitive

    c.    Workers have little or no anatomy, control and task direction

    d.    There is an imbalance between effort and reward so that workers feel exploited or 'taken for granted'

    e.    There are few supportive social networks

    f.    There is an absence of procedural justice in workplace.

6. Francis Green (2001) identified number of factors that contribute to poor mental health they are:

    a.    Competitive pressure being passed on to employees

    b.    The decline of union representation and power

    c.    HR policies designed to encourage greater worker involvement and commitment including incentives that link effort with pay.

    d.    The development of technology has increased the pace of work and also blurred the line between work and home for many employees, making it harder for them to switch off and recharge.

e.   The increase in personal debt over the last few years, concerns over higher living costs and, more recently, growing worries over job security against a backdrop of rising unemployment, are also likely to determine positive mental health & increase stress levels.

4.4   **Hypotheses testing:** Hypothesis test is a statistical test used to determine whether there is enough evidence in a sample of data to infer that a certain condition is true for the entire population.

Hypothesis test examines two opposing hypotheses about a population viz. the null hypothesis and the alternative hypothesis. The null hypothesis is the statement being tested and usually of "no effect" or "no difference". The alternative hypothesis is the statement the researcher wants to be able to conclude is true.

Whether to reject the null hypothesis is determined by the test based on the sample data. Researcher may use two results as follows:

1. The t value which is critical value of 't' at arrived df as indicated in the statistical table as reference point to determine whether to accept or reject the null hypothesis.

2. The p-value as indicated in the table under significant 2 tailed columns, to make the determination.

Researcher can accept the null hypothesis if the t value is < critical value of "t" at arrived df in the referred statistical table or reject the null hypothesis if the p-value is less than or equal to the level of significance, which is a cut-off point that researcher has defined for

4.4.1   **Hypothesis No. 1**: Workplace environment has impact on employee performance.

4.4.2   **Background of the hypothesis**:

The researcher had formulated the above hypothesis with an intention to find out whether workplace environment has any effect on employee performance.

The study involves employee well-being policies that HR Heads formulate & implement in the organizations & the opinion of excellent performing managers towards the workplace environment & its impact on their performance due to implementation of the policies.

The researcher was interested in finding out if there is any significant difference between the mean of the score of these two respondents. Therefore, Paired sample t test was thought to be most appropriate test to find out whether there exists any significant difference between workplace environment and employee performance. The paired sample t test compares two means that are from the same object or related units. The two means typically represent two different but related condition or units.

The purpose of the t test is to determine whether there is statistical evidence that the mean difference between paired observations on a particular outcome is significantly different from zero. The paired sample t test can only compare the means for two (& only two) related (paired) units on a continuous outcome that is normally distributed.

In order to test this hypothesis, questionnaire D with a set of 13 statements was administered to 30 HR Heads and 125 excellent performing managers who are working in these 30 organizations as these questions were related to workplace environment & its impact on employee performance. Result of the responses is given in table below.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total | % |
|---|---|---|---|---|---|---|
| Agree | 336 | 86.15 | 1378 | 84.80 | 1714 | 85.06 |
| Disagree | 54 | 13.85 | 247 | 15.20 | 301 | 14.94 |
| **Total** | **390** | **100.00** | **1625** | **100.00** | **2015** | **100.00** |

Table 4.23

4.4.3 **Hypotheses:**

$H_0$: There is no significant difference in mean score of the statements regarding employee well-being and workplace environment given by HR Heads and excellent performing managers.

.        *H1*: There is a significant difference in mean score of the statements regarding employee well-being and workplace environment given by HR Heads and excellent performing managers.

The responses of HR Heads and Excellent Performing Managers was processed through SPSS, following table is the result.

113

**Statistical Test used** – Paired sample t test

**Observations**:

| | Paired variables being tested | Mean | Paired Differences | | | | | t | df | Sig. (2-tailed) |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | | | Lower | Upper | | | |
| Pair 1 | hh_sum_emp_per - epm_sum_emp_per | 11.2000 11.3667 | .16667 | 3.24923 | .59322 | 1.37995 | 1.04661 | .281 | 29 | .781 |

Figure 4.24

### 4.4.4. Interpretation of the table:

Paired variables being tested –

hh_sum_emp_per = HR Heads response to understand impact of workplace environment on employee performance

epm_sum_emp_per = Excellent Performing Managers response to understand impact of workplace environment on employee performance

Mean = average difference between two paired variables being tested.

Std. Deviation = SD of the different scores.

Std. Error Mean = SD divided by the square root of the sample size.

t = the paired t test statistics

df = Degree of Freedom for the test.

Sig. (2-tailed) = the P value corresponding to the given test statistics t

### 4.4.5 Test used: Paired sample 't' test

**Observation:** t = -0.281 with 29 df & p = 0.781

**Inference:** As t = 0.281 which is < critical value of 't' at arrived 29 df of 2.045 also since p = 0.781 which is > 0.05 i.e. level of significance, we accept the null hypotheses $H_0$ that there is no significant difference in mean score of the statements regarding employee well-being & workplace environment given by HR heads & excellent performing managers

**Values of the t-distribution (two-tailed)**

| DF | A P | 0.80 0.20 | 0.90 0.10 | 0.95 0.05 | 0.98 0.02 | 0.99 0.01 | 0.995 0.005 | 0.998 0.002 | 0.999 0.001 |
|---|---|---|---|---|---|---|---|---|---|
| 1 | | 3.078 | 6.314 | 12.706 | 31.820 | 63.657 | 127.321 | 318.309 | 636.619 |
| 2 | | 1.886 | 2.920 | 4.303 | 6.965 | 9.925 | 14.089 | 22.327 | 31.599 |
| 3 | | 1.638 | 2.353 | 3.182 | 4.541 | 5.841 | 7.453 | 10.215 | 12.924 |
| 4 | | 1.533 | 2.132 | 2.776 | 3.747 | 4.604 | 5.598 | 7.173 | 8.610 |
| 5 | | 1.476 | 2.015 | 2.571 | 3.365 | 4.032 | 4.773 | 5.893 | 6.869 |
| 6 | | 1.440 | 1.943 | 2.447 | 3.143 | 3.707 | 4.317 | 5.208 | 5.959 |
| 7 | | 1.415 | 1.895 | 2.365 | 2.998 | 3.499 | 4.029 | 4.785 | 5.408 |
| 8 | | 1.397 | 1.860 | 2.306 | 2.897 | 3.355 | 3.833 | 4.501 | 5.041 |
| 9 | | 1.383 | 1.833 | 2.262 | 2.821 | 3.250 | 3.690 | 4.297 | 4.781 |
| 10 | | 1.372 | 1.812 | 2.228 | 2.764 | 3.169 | 3.581 | 4.144 | 4.587 |
| 11 | | 1.363 | 1.796 | 2.201 | 2.718 | 3.106 | 3.497 | 4.025 | 4.437 |
| 12 | | 1.356 | 1.782 | 2.179 | 2.681 | 3.055 | 3.428 | 3.930 | 4.318 |
| 13 | | 1.350 | 1.771 | 2.160 | 2.650 | 3.012 | 3.372 | 3.852 | 4.221 |
| 14 | | 1.345 | 1.761 | 2.145 | 2.625 | 2.977 | 3.326 | 3.787 | 4.140 |
| 15 | | 1.341 | 1.753 | 2.131 | 2.602 | 2.947 | 3.286 | 3.733 | 4.073 |
| 16 | | 1.337 | 1.746 | 2.120 | 2.584 | 2.921 | 3.252 | 3.686 | 4.015 |
| 17 | | 1.333 | 1.740 | 2.110 | 2.567 | 2.898 | 3.222 | 3.646 | 3.965 |
| 18 | | 1.330 | 1.734 | 2.101 | 2.552 | 2.878 | 3.197 | 3.610 | 3.922 |
| 19 | | 1.328 | 1.729 | 2.093 | 2.539 | 2.861 | 3.174 | 3.579 | 3.883 |
| 20 | | 1.325 | 1.725 | 2.086 | 2.528 | 2.845 | 3.153 | 3.552 | 3.850 |
| 21 | | 1.323 | 1.721 | 2.080 | 2.518 | 2.831 | 3.135 | 3.527 | 3.819 |
| 22 | | 1.321 | 1.717 | 2.074 | 2.508 | 2.819 | 3.119 | 3.505 | 3.792 |
| 23 | | 1.319 | 1.714 | 2.069 | 2.500 | 2.807 | 3.104 | 3.485 | 3.768 |
| 24 | | 1.318 | 1.711 | 2.064 | 2.492 | 2.797 | 3.090 | 3.467 | 3.745 |
| 25 | | 1.316 | 1.708 | 2.060 | 2.485 | 2.787 | 3.078 | 3.450 | 3.725 |
| 26 | | 1.315 | 1.706 | 2.056 | 2.479 | 2.779 | 3.067 | 3.435 | 3.707 |
| 27 | | 1.314 | 1.703 | 2.052 | 2.473 | 2.771 | 3.057 | 3.421 | 3.690 |
| 28 | | 1.313 | 1.701 | 2.048 | 2.467 | 2.763 | 3.047 | 3.408 | 3.674 |
| 29 | | 1.311 | 1.699 | 2.045 | 2.462 | 2.756 | 3.038 | 3.396 | 3.659 |
| 30 | | 1.310 | 1.697 | 2.042 | 2.457 | 2.750 | 3.030 | 3.385 | 3.646 |

Table 4.24

4.4.6 **Conclusion:** Since responses of HR heads & excellent performing managers taken together 85% of them have confirmed that workplace environment has an impact on their performance along with SPSS results as specified above, promoting employee well-being will result in better environment thereby improving motivation, productivity, health and performance of employees.

- Hence we accept null hypotheses $H_0$ that there is no significant difference in mean score of the statements regarding employee well-being & workplace environment given by HR heads & excellent performing managers.
- Hypothesis No. 1 is Tested and validated

4.5      **Research objective No. 3**: To analyse perceptions of HR Heads & their Excellent Performing Managers about the effect of employee well-being initiatives on their retention in select manufacturing companies.

While doing the research work, total 30 manufacturing companies in and around Pune of which 15 are Multinational and 15 are Indian companies. Questionnaire - D was used to record the responses from the HR Heads and 125 excellent performing managers from these 30 surveyed companies to understand the well-being policies / initiatives practiced in these manufacturing companies.

To ascertain the objective, questionnaire was designed based on following assumptions.

If employee well-being initiatives are there in the company, high performing managers will feel better and happy and this will help to improve their motivation level and performance.

When good environment is provided and innovative HR practices are applied high performing managers will be attracted and they will get satisfaction. If the organization has well defined career paths the performing managers will be motivated to work hard for getting the promotion in the ladder. High performing managers require mentoring which will help them to improve their performance at the same time they are expecting moral support from Top management. They also expect global exposure which is a motivating factor for them.

If company allows employees to make mistakes but has full authority and freedom of decision making, high performing managers will tend to take risks for betterment of the company. One more aspect to retain high performing managers is to ensure that their pay is tied with their performance which is the most distinguishing factor.

Proper vision and appropriate communication from Top management is one of the most important factor for retention of high performing managers as they are more particular about company vision and appropriate communication from Top management.

All the aspects listed above were included in the questionnaire and the findings of the survey are listed below.

**Observations based on Primary Data:**

`Questionnaire D: Question no 2 was asked to analyse the perception of HR Heads & their Excellent Performing Managers on the effect of employee well-being initiatives on their retention in select manufacturing companies.

Q1b) Innovative HR practices helps to attract and retain high performing managers:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 25 | 83 | 107 | 86 | 132 | 85 |
| Disagree | 5 | 17 | 18 | 14 | 23 | 15 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.25

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.25

It is observed from the above chart that:

a)      83% of the HR heads of the companies surveyed (25 out of 30) have confirmed they agree that lack of vision and poor communication from management affects employee performance.

b)      At the same time 86% of the excellent performing managers (107 out of 125) form the companies surveyed have

confirmed they agree that lack of vision and poor communication from management affects employee performance.

c) Therefore, responses of HR heads and excellent performing managers taken together (132 out of 155) of the companies surveyed 85% of them have confirmed that they agree that lack of vision and poor communication from management affects employee performance.

d) This indicator is valuable to indicate that effect of employee well-being initiatives of having innovative HR practices helps to attract and retain excellent performing managers which ultimately lead to their retention in the organization.

Q1c) Well defined career path helps in better retention of employees:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|---|-------------------------------|---|----------------|---|
| Agree | 23 | 77 | 95 | 76 | 118 | 76 |
| Disagree | 7 | 23 | 30 | 24 | 37 | 24 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.26

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.26

It is observed from the above chart that:

a)      77% of the HR heads of the companies surveyed (23 out of 30) have confirmed they agree that well defined career path helps in better retention of employees.

b)      At the same time 76% of the excellent performing managers (95 out of 125) form the companies surveyed have confirmed they agree that well defined career path helps in better retention of employees.

c)      Therefore, responses of HR heads and performing managers taken together (118 out of 155) of the companies surveyed 76% of them have confirmed that they agree that well defined career path helps in better retention of employees.

d)      This indicator is valuable to indicate that effect of employee well-being initiatives of having well defined career path helps in better retention of employees which ultimately lead to retention of excellent performing managers in the organization.

Q1d) Good interpersonal relationship with boss can lead to better employee retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 25 | 83 | 106 | 85 | 131 | 85 |
| Disagree | 5 | 17 | 19 | 15 | 24 | 15 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.27

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

Figure 4.27

It is observed from the above chart that:

a)    83% of the HR heads of the companies surveyed (25 out of 30) have confirmed they agree that good interpersonal relationship with boss can lead to better employee retention.

b)    At the same time 85% of the excellent performing managers (106 out of 125) form the companies surveyed have confirmed they agree that good interpersonal relationship with boss can lead to better employee retention.

c)    Therefore, responses of HR heads and performing managers taken together (131 out of 155) of the companies surveyed 85% of them have confirmed that they agree that good interpersonal relationship with boss can lead to better employee retention.

d)    This indicator is valuable to indicate that effect of employee well-being initiatives of having Good interpersonal relationship with boss can lead to better employee retention which ultimately lead to retention of excellent performing managers in the organization.

Q1e) Mentoring of employees would help in reducing attrition rate of employees:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 19 | 63 | 87 | 74 | 106 | 68 |
| Disagree | 11 | 37 | 38 | 26 | 49 | 32 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.28

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.28

It is observed from the above chart that:

a)    63% of the HR heads of the companies surveyed (19 out of 30) have confirmed they agree that mentoring of employees would help in reducing attrition rate of employees:

b)    At the same time 74% of the excellent performing managers (87 out of 125) form the companies surveyed have confirmed they agree that mentoring of employees would help in reducing attrition rate of employees:

c)    Therefore, responses of HR heads and performing managers taken together (106 out of 155) of the companies surveyed 68% of them have confirmed that they agree that mentoring of employees would help in reducing attrition rate of employees:

d) This indicator is valuable to indicate that effect of employee well-being initiatives of mentoring of employees would help in reducing attrition rate of employees can lead to better employee retention which ultimately leads to retention of excellent performing managers in the organization.

Q1f) Moral support from Top management is must for retention of high performing managers:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 23 | 90 | 102 | 82 | 125 | 81 |
| Disagree | 7 | 10 | 23 | 18 | 30 | 19 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.29

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.29

It is observed from the above chart that:

a) 90% of the HR heads of the companies surveyed (23 out of 30) have confirmed they agree that moral support from top management is must for retention of high performing managers

122

b)     At the same time 82% of the excellent performing managers (102 out of 125) form the companies surveyed have confirmed they agree that moral support from top management is must for retention of high performing managers

c)     Therefore, responses of HR heads and performing managers taken together (125 out of 155) of the companies surveyed 81% of them have confirmed that they agree that moral support from top management is must for retention of high performing managers

d)     This indicator is valuable to indicate that effect of employee well-being initiatives of providing moral support from top management helps for retention of high performing managers in the organization.

Q1g) Global exposure leads to improve likelihood of retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 21 | 70 | 95 | 76 | 116 | 75 |
| Disagree | 9 | 30 | 30 | 24 | 39 | 25 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.30

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
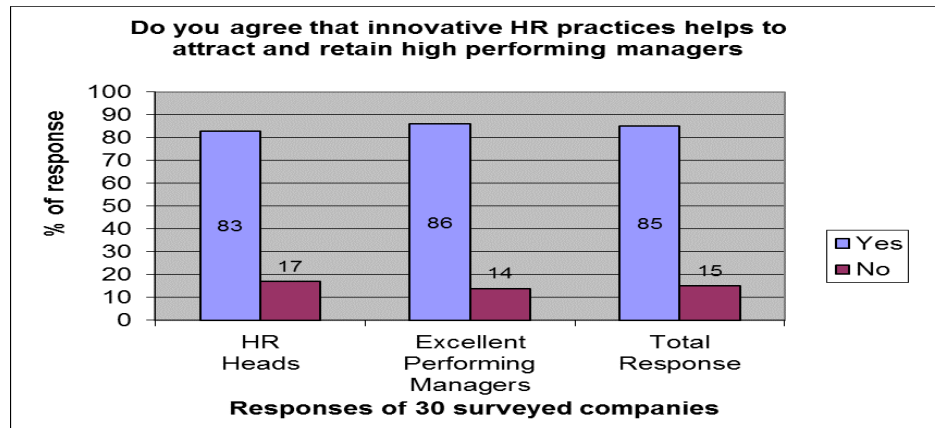


Figure 4.30

123

It is observed from the above chart that:

a)    70% of the HR heads of the companies surveyed (21 out of 30) have confirmed they agree that global exposure leads to improve likelihood of retention

b)    At the same time 76% of the excellent performing managers (95 out of 125) form the companies surveyed have confirmed they agree that global exposure leads to improve likelihood of retention

c)    Therefore, responses of HR heads and performing managers taken together (116 out of 155) of the companies surveyed 75% of them have confirmed that they agree that global exposure leads to improve likelihood of retention

d)    This indicator is valuable to indicate that effect of employee well-being initiatives of providing global exposure leads to improve likelihood of retention of high performing managers in the organization.

Q1h) Allowing employees to make mistakes and have full authority and freedom of decision making motivates employees and helps in better retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------|-----|-------|-----|------|-----|
| Agree | 17 | 57 | 84 | 67 | 101 | 65 |
| Disagree | 13 | 43 | 41 | 33 | 54 | 35 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.31

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

**Do you agree that allowing employees to make mistake & have full authority and freedom of decision making motivates employees and helps in better retention.**

HR Heads: Yes 57, No 43
Excellent Performing Managers: Yes 67, No 33
Total Response: Yes 65, No 35
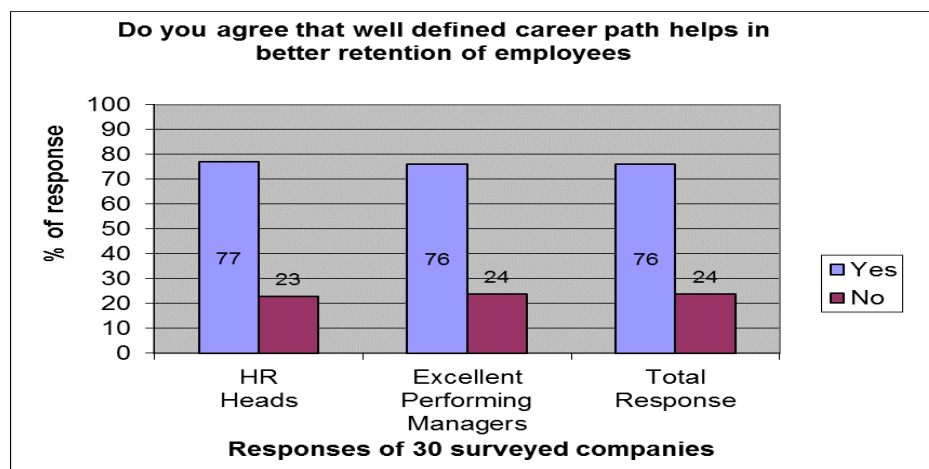
% of response

Responses of 30 surveyed companies

It is observed from the above chart that:

a)      57% of the HR heads of the companies surveyed (17 out of 30) have confirmed they agree that allowing employees to make mistakes and have full authority and freedom of decision making motivates employees and helps in better retention

b)      At the same time 67% of the excellent performing managers (84 out of 125) form the companies surveyed have confirmed they agree that allowing employees to make mistakes and have full authority and freedom of decision making motivates employees and helps in better retention

c)      Therefore, responses of HR heads and performing managers taken together (101 out of 155) of the companies surveyed 65% of them have confirmed that they agree that allowing employees to make mistakes and have full authority and freedom of decision making motivates employees and helps in better retention

d)      This indicator is valuable to indicate that effect of employee well-being initiatives of allowing employees to make mistakes and have full authority and freedom of decision making motivates employees and helps in better retention of high performing managers in the organization.

Q1i)If pay is not tied with performance, it may lead to increase in attrition:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 25 | 83 | 106 | 85 | 131 | 85 |
| Disagree | 5 | 17 | 19 | 15 | 24 | 15 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.32

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
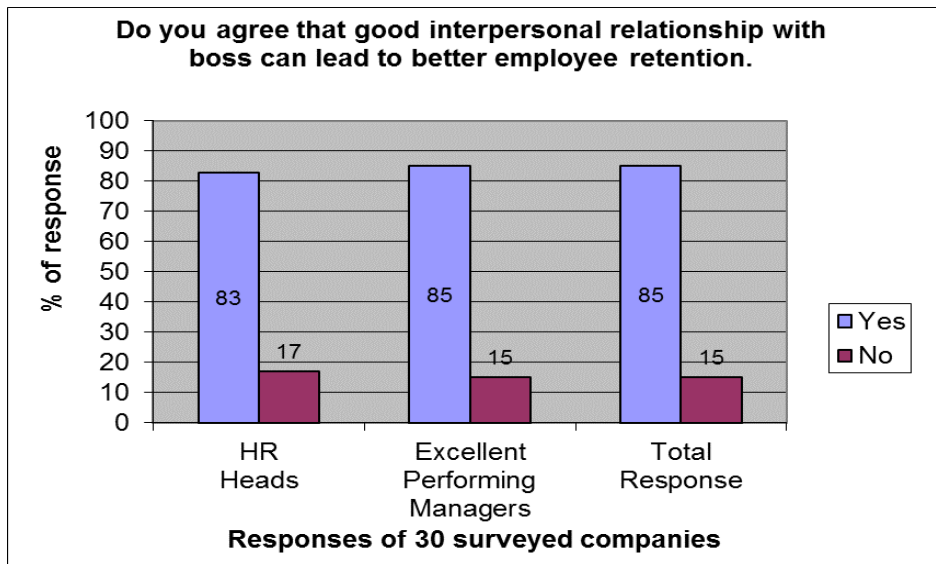


Figure 4.32

It is observed from the above chart that:

a)    83% of the HR heads of the companies surveyed (25 out of 30) have confirmed they agree that If pay is not tied with performance, it may lead to increase in attrition

b)    At the same time 85% of the excellent performing managers (106 out of 125) form the companies surveyed have confirmed they agree that If pay is not tied with performance, it may lead to increase in attrition

c)	Therefore, responses of HR heads and performing managers taken together (131 out of 155) of the companies surveyed 85% of them have confirmed that they agree that If pay is not tied with performance, it may lead to increase in attrition

d)	This indicator is valuable to indicate that effect of employee well-being initiatives of tying of pay with performance will control the attrition and helps in better retention of high performing managers in the organization.

Q1k) Provision for job opportunities for family members helps in better retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 16 | 53 | 75 | 60 | 91 | 59 |
| Disagree | 14 | 47 | 50 | 40 | 64 | 41 |
| Total | 30 | 100 | 125 | 100 | 155 | 100 |

Table 4.33

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.33

127

It is observed from the above chart that:

a)    53% of the HR heads of the companies surveyed (16 out of 30) have confirmed they agree that provision for job opportunities for family members helps in better retention

b)    At the same time 60% of the excellent performing managers (75 out of 125) form the companies surveyed have confirmed they agree that provision for job opportunities for family members helps in better retention

c)    Therefore, responses of HR heads and performing managers taken together (91 out of 155) of the companies surveyed 59% of them have confirmed that they agree that provision for job opportunities for family members helps in better retention

d)    This indicator is valuable to indicate that effect of employee well-being initiatives of providing job opportunities for family members helps in better retention of high performing managers in the organization.

Q1l) By letting the right people know and taking necessary measures, you can always retain the right talent:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 28 | 93 | 114 | 91 | 142 | 92 |
| Disagree | 2 | 7 | 11 | 9 | 13 | 8 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.34

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.

**Do you agree that by letting the right people know and taking necessary measures, you can always retain the right talent.**
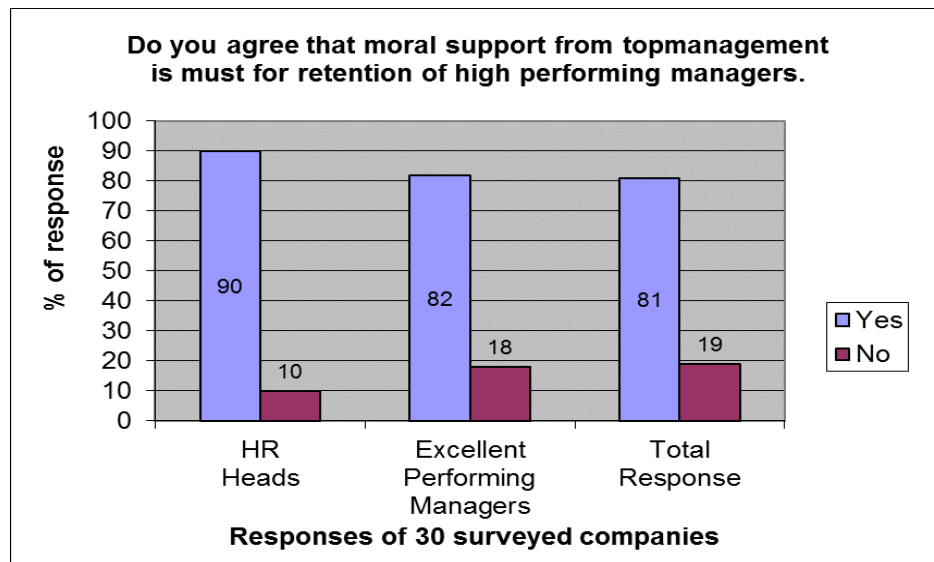
Figure 4.34

It is observed from the above chart that:

a)      93% of the HR heads of the companies surveyed (28 out of 30) have confirmed they agree that by letting the right people know and taking necessary measures, you can always retain the right talent

b)      At the same time 91% of the excellent performing managers (114 out of 125) form the companies surveyed have confirmed they agree that by letting the right people know and taking necessary measures, you can always retain the right talent

c)      Therefore, responses of HR heads and performing managers taken together (142 out of 155) of the companies surveyed 92% of them have confirmed that they agree that by letting the right people know and taking necessary measures, you can always retain the right talent

d)      This indicator is valuable to indicate that effect of employee well-being initiatives of letting the right people know and taking necessary measures helps in better retention of high performing managers in the organization.

Q1n) If employees are treated with due respect, their suggestions and grievances are considered on merits & good work done is appreciated, it will help to reduce the attrition rate of the organization:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|---------|-----|-----------|-----|-----------|-----|
| Agree | 27 | 90 | 108 | 86 | 135 | 87 |
| Disagree | 3 | 10 | 17 | 14 | 20 | 13 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

<div align="right">Table 4.35</div>

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
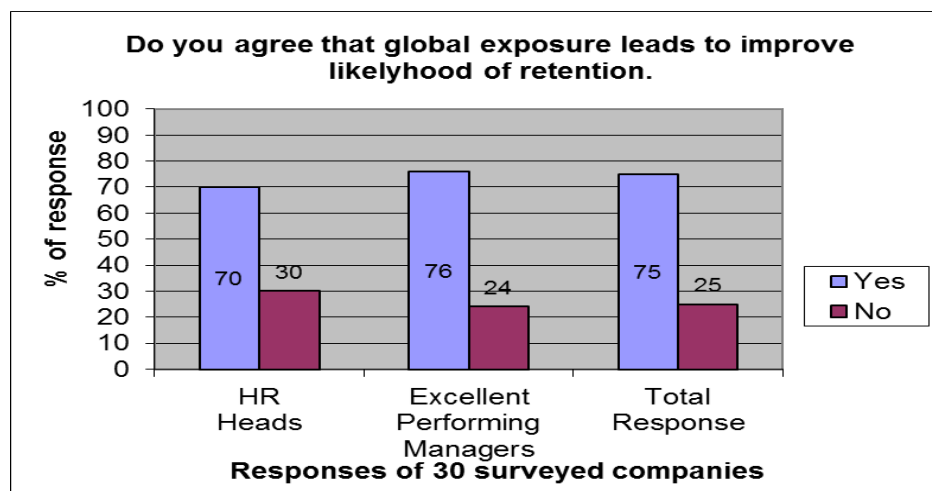


<div align="right">Figure 4.35</div>

It is observed from the above chart that:

a)    90% of the HR heads of the companies surveyed (27 out of 30) have confirmed they agree that if employees are treated with due respect, their suggestions and grievances are considered on merits & good work done is appreciated, it will help to reduce the attrition rate of the organization

b)    At the same time 86% of the excellent performing managers (108 out of 125) form the companies surveyed have confirmed they agree that if employees are treated with due respect, their suggestions and grievances are considered on merits & good work done is appreciated, it will help to reduce the attrition rate of the organization

c)  Therefore, responses of HR heads and performing managers taken together (135 out of 155) of the companies surveyed 87% of them have confirmed that they agree that if employees are treated with due respect, their suggestions and grievances are considered on merits & good work done is appreciated, it will help to reduce the attrition rate of the organization

d)  This indicator is valuable to indicate that effect of employee well-being initiatives of treating employees with due respect & considering their suggestions and grievances on merits & good work done is appreciated, it will help in better retention of high performing managers in the organization.

Q1o) There will be likely hood of retention when one on one discussion (meeting) at regular intervals take place with employee for providing opportunities for brushing his skills and offering better pay packages:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 28 | 93 | 116 | 93 | 144 | 93 |
| Disagree | 2 | 7 | 9 | 7 | 11 | 7 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.36

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
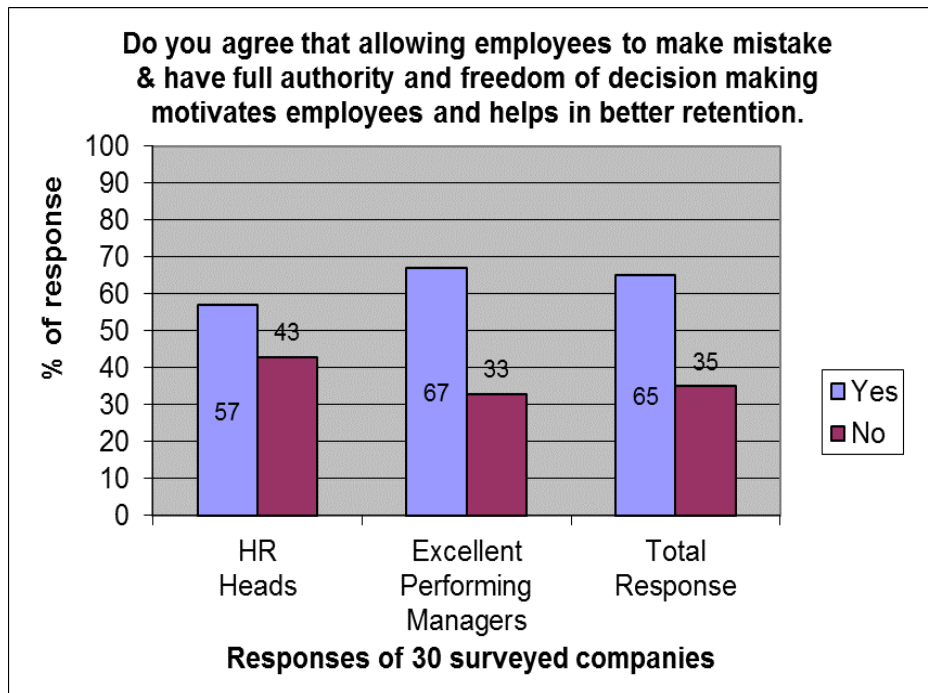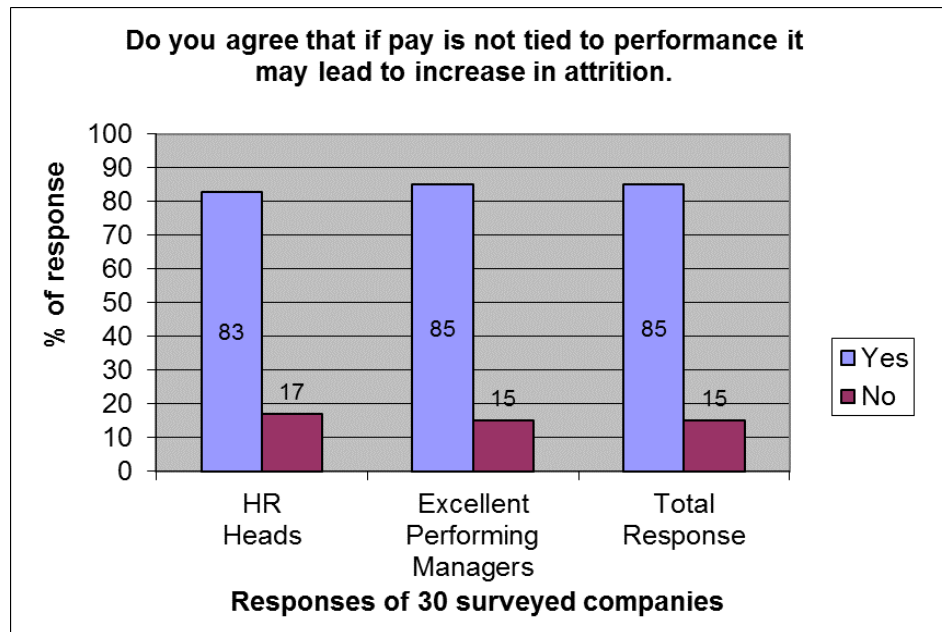
Figure 4.36

It is observed from the above chart that:

a)      93% of the HR heads of the companies surveyed (28 out of 30) have confirmed they agree that there will be likely hood of retention when one on one discussion (meeting) at regular intervals take place with employee for providing opportunities for brushing his skills and offering better pay packages

b)      At the same time 93% of the excellent performing managers (116 out of 125) form the companies surveyed have confirmed they agree that there will be likely hood of retention when one on one discussion (meeting) at regular intervals take place with employee for providing opportunities for brushing his skills and offering better pay packages

c)      Therefore, responses of HR heads and performing managers taken together (144 out of 155) of the companies surveyed 93% of them have confirmed that they agree that there will be likely hood of retention when one on one discussion (meeting) at regular intervals take place with employee for providing opportunities for brushing his skills and offering better pay packages

132

d)     This indicator is valuable to indicate that effect of employee well-being initiatives of having one on one discussion (meeting) at regular intervals with employee for providing opportunities for brushing his skills and offering better pay packages will help in better retention of high performing managers in the organization.

Q2b) Promoting employee well-being will result in improving employee satisfaction leading to better retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 28 | 93 | 119 | 95 | 147 | 95 |
| Disagree | 2 | 7 | 6 | 5 | 8 | 5 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.37

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
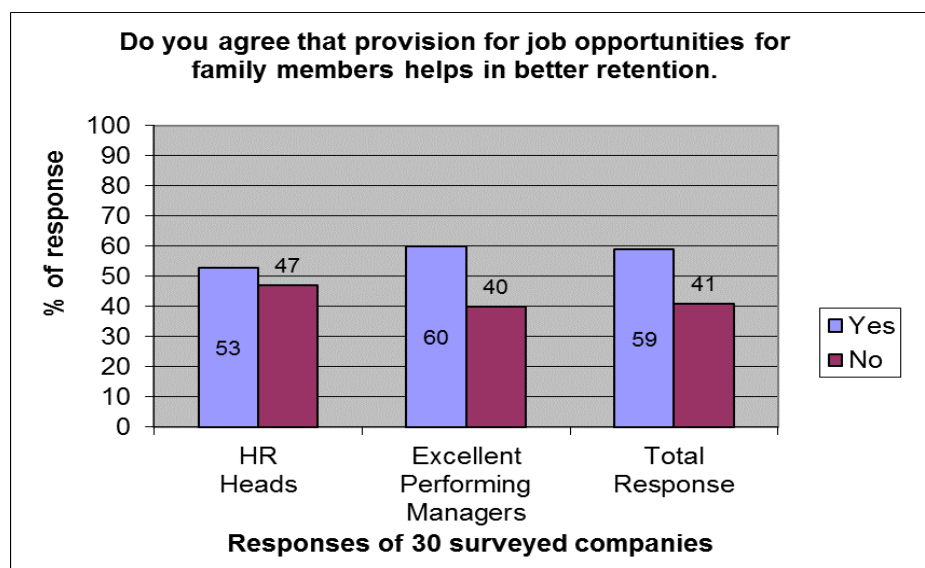


Figure 4.37

It is observed from the above chart that:

a)     93% of the HR heads of the companies surveyed (28 out of 30) have confirmed they agree that promoting employee well-being will result in improving employee satisfaction leading to better retention

133
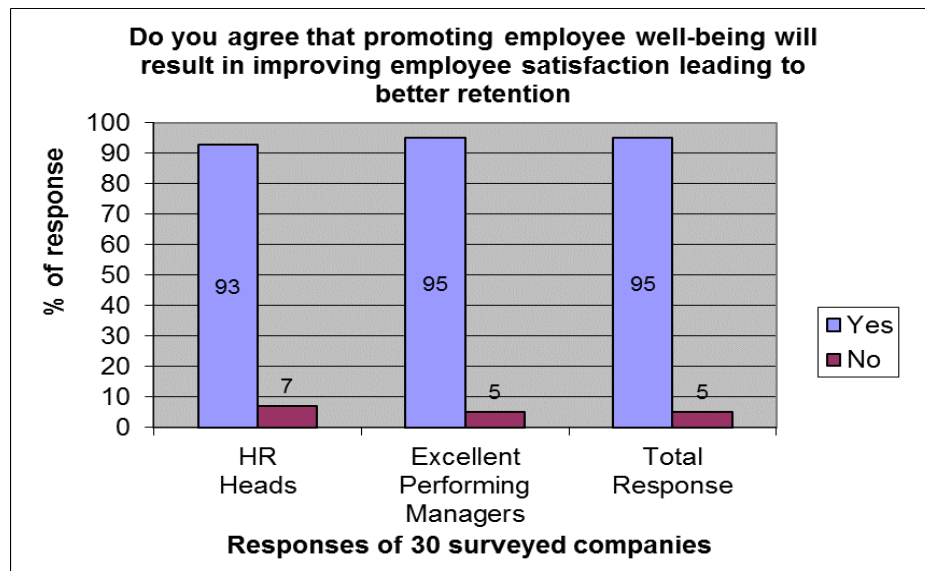
b)    At the same time 95% of the excellent performing managers (119 out of 125) form the companies surveyed have confirmed they agree that promoting employee well-being will result in improving employee satisfaction leading to better retention

c)    Therefore, responses of HR heads and performing managers taken together (147 out of 155) of the companies surveyed 95% of them have confirmed that they agree that promoting employee well-being will result in improving employee satisfaction leading to better retention

**d)**    This indicator is valuable to indicate that promoting employee well-being will result in improving employee satisfaction leading to better retention of high performing managers in the organization.

Q2c) Promoting employee well-being will result in improving better leadership leading to better retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 21 | 70 | 98 | 78 | 119 | 77 |
| Disagree | 9 | 30 | 27 | 22 | 36 | 23 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.38

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
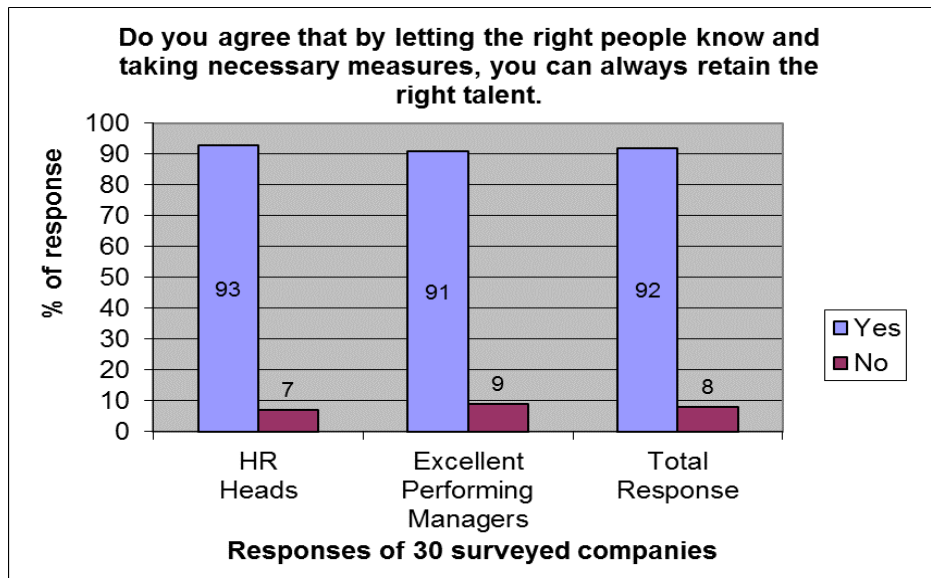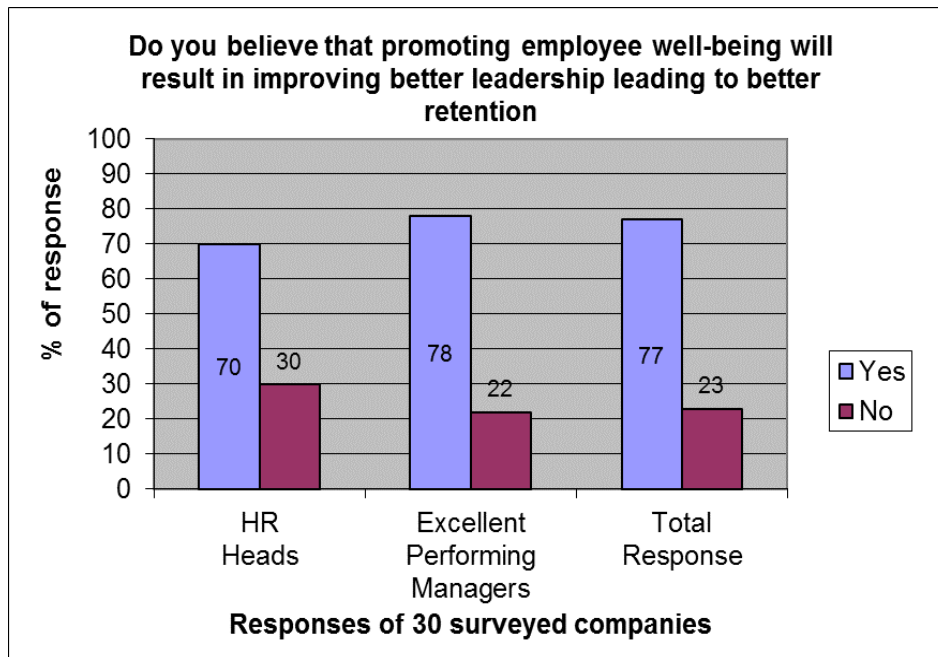
Figure 4.37

It is observed from the above chart that:

a)      70% of the HR heads of the companies surveyed (21 out of 30) have confirmed they agree that promoting employee well-being will result in improving better leadership leading to better retention

b)      At the same time 78% of the excellent performing managers (98 out of 125) form the companies surveyed have confirmed they agree that promoting employee well-being will result in improving better leadership leading to better retention

c)      Therefore, responses of HR heads and performing managers taken together (119 out of 155) of the companies surveyed 77% of them have confirmed that they agree that promoting employee well-being will result in improving better leadership leading to better retention

**d)**      This indicator is valuable to indicate that promoting employee well-being will result in improving better leadership leading to better retention of high performing managers in the organization.

Q2g) Promoting employee well-being will result in improving better organizational culture helping reduction in attrition:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|---|---|---|---|---|---|---|
| Agree | 28 | 93 | 110 | 88 | 138 | 89 |
| Disagree | 2 | 7 | 15 | 12 | 17 | 11 |
| **Total** | **30** | **100** | **125** | **100** | **155** | **100** |

Table 4.39

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
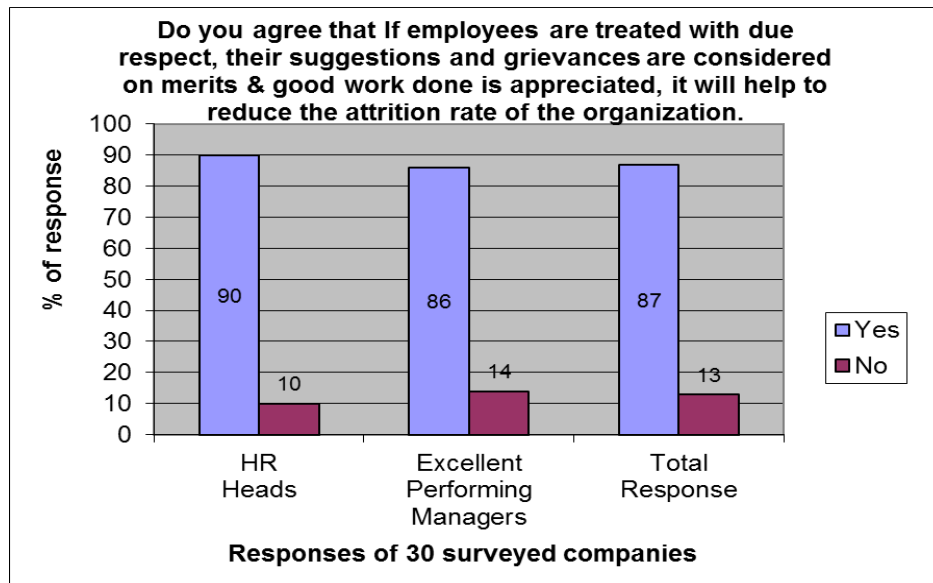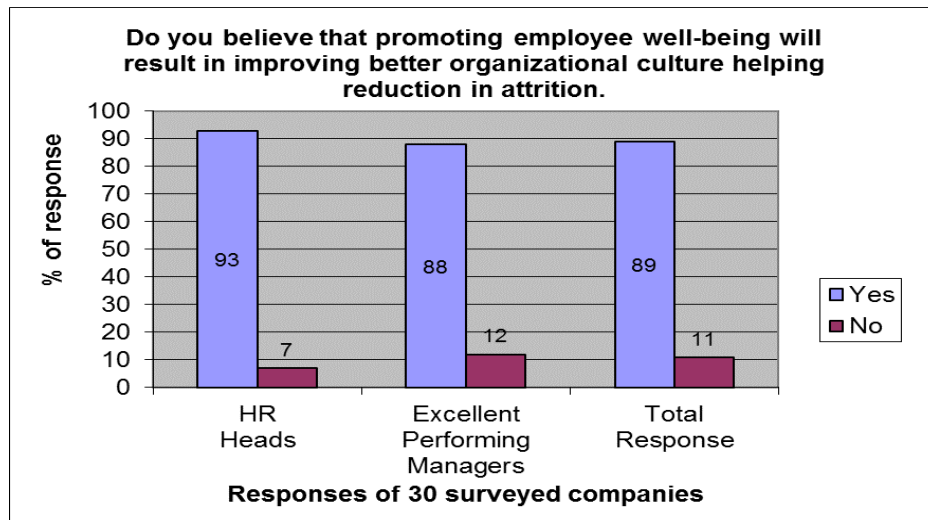


Figure 4.39

It is observed from the above chart that:

a)      93% of the HR heads of the companies surveyed (28 out of 30) have confirmed they agree that promoting employee well-being will result in improving better organizational culture helping reduction in attrition

b)      At the same time 88% of the excellent performing managers (110 out of 125) form the companies surveyed have confirmed they agree that promoting employee well-being will result in improving better organizational culture helping reduction in attrition

c)      Therefore, responses of HR heads and performing managers taken together (138 out of 155) of the companies surveyed 89% of them have confirmed that they agree that promoting employee well-being will result in improving better organizational culture helping reduction in attrition

d)     This indicator is valuable to indicate that promoting employee well-being will result in improving better organizational culture helping reduction in attrition of high performing managers in the organization.

Q2g) Promoting employee well-being will result in improving employee retention:

Following table shows the responses of the HR heads and excellent performing managers of the 30 surveyed companies.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total Response | % |
|----------|------------------|-----|-------------------------------|-----|----------------|-----|
| Agree | 24 | 80 | 111 | 89 | 135 | 87 |
| Disagree | 6 | 20 | 14 | 11 | 20 | 13 |
| Total | 30 | 100 | 125 | 100 | 155 | 100 |

Table 4.40

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
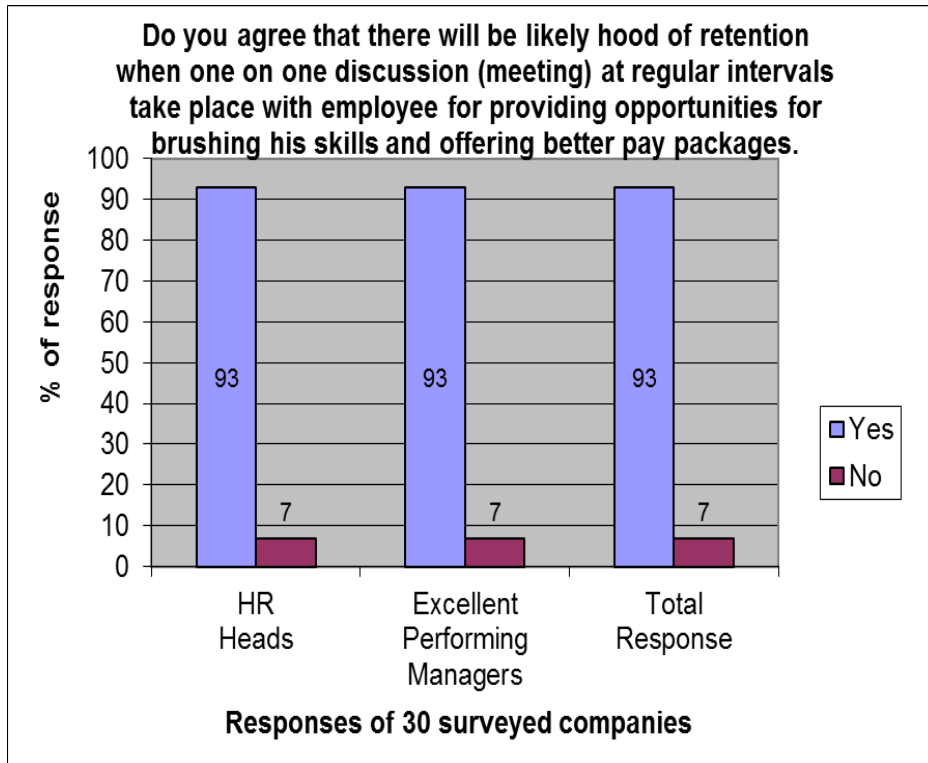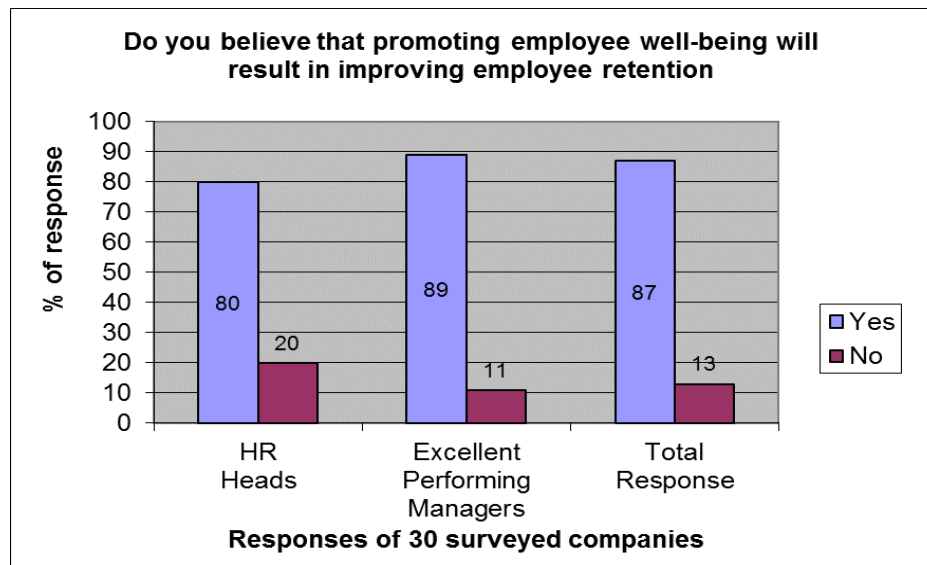


Figure 4.40

It is observed from the above chart that:

a)     80% of the HR heads of the companies surveyed (24 out of 30) have confirmed they agree that promoting employee well-being will result in improving employee retention

b)    At the same time 89% of the excellent performing managers (111 out of 125) form the companies surveyed have confirmed they agree that promoting employee well-being will result in improving employee retention

c)    Therefore, responses of HR heads and excellent performing managers taken together (135 out of 155) of the companies surveyed 87% of them have confirmed that they agree that promoting employee well-being will result in improving employee retention

d)    This indicator is valuable to indicate that promoting employee well-being will result in improving retention of excellent performing managers in the organization.

4.5.2        **Observations as per Secondary data:**

1.    Denton (2000) has stated that employees who are happy and satisfied with their jobs are more dedicated towards their work and always put their effort to improve their organizational customer's satisfaction.

2.    Panoch (2001) expressed the view that organizations today take great care in retaining its valuable employees and good employees as they are increasingly becoming more difficult to find.

3.    Walker (2001) was of the view that managing and retaining of promising employees is an important fundamental mean of achieving competitive advantage among the organizations.

4.    Cutler (2001) stated that one of the most important demands on management today in any organization is keeping the most vital and dynamic human resources motivated and dedicated.

5.    Research by Moncraz, Zhao and kay (2009) concluded that although compensation was not one of the top factors influencing non-management turnover but compensation can act as a critical factor in reducing managerial turnover and increasing commitment.

6.    Walker (2001) stated that recognition from bosses, team members, co-workers and customer enhance loyalty.

7.    Pergamit and Veum (1989) found out a close and positive correlation between promotions and job satisfaction and which in turn helps in retaining employees.

8.     Noah (2008) found that employee involvement in decision making helps in creating a sense of belongingness among the employees which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship.

9.     Jackson (1981) and Stear (1991) have stated that high turnover in caused by unhappiness with work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools and poor candidate screening. Other causes are lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management.

10.     Henry Ongori (2004) stated that employees are the long-term investments in an organization and as such management should encourage job redesign, task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees and decreasing employee turnover.

4.6     **Hypothesis No. 2:** Employee well-being policies / initiatives motivate the employee for excellent performance and also lead for their retention likely hood.

4.6.1     **Background of the hypothesis**:

The researcher had formulated the above hypothesis with an intention to find out whether employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood.

The study involves employee well-being policies that HR Heads formulate and implement within the organizations and the opinion of the excellent performing managers whether it motivates the employees for their excellent performance thereby leading to retention likely hood of the performing employees.

In order to test this hypothesis, questionnaire D with a set of 16 statements was administered to 30 HR Heads and 125 excellent performing managers who are working in these 30 organizations as these questions were related to workplace environment and its impact on employee performance. The result of the responses is given in table below.

| Response | HR Heads / CEO's | % | Excellent Performing Managers | % | Total | % |
|----------|------------------|-------|-------------------------------|--------|-------|--------|
| Agree | 378 | 78.75 | 1633 | 81.65 | 2011 | 81.09 |
| Disagree | 102 | 21.25 | 367 | 18.35 | 469 | 18.91 |
| **Total** | **480** | **100.00** | **2000** | **100.00** | **2480** | **100.00** |

Table 4.41

The researcher was interested in finding out if there is any significant difference between the mean of the score of these two respondents. Therefore, Paired Sample T Test was thought to be most appropriate test to find out whether there exists any significant difference between workplace environment and employee performance.

4.6.2 **Hypotheses:**

$H_0$: There is no significant difference in mean score of the statements regarding employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood given by HR Heads and excellent performing managers.

*H1*: There is a significant difference in mean score of the statements regarding employee well-being employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood given by HR Heads and employees.

The response of HR Heads and excellent performing managers was processed through SPSS, following table is the result of the same.

**Statistical Test used** – Paired sample t test

**Observations**:

| Paired Samples Test | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Paired variables being tested | Mean | Paired Differences | | | | | t | df | Sig. (2-tailed) |
| | | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | | | Lower | Upper | | | |
| Pair 1 | hh_hypo_2 epm_hypo_2 | 12.6000 13.5667 | .96667 | 2.91823 | .53279 | 2.05635 | .12302 | 1.814 | 29 | .080 |

Figure 4.41

4.6.3 **Interpretation of the table above:**

Paired variables being tested –

hh_hypo_2 = HR Heads response to agreeing employee well-being policies / initiatives motivates employee for excellent performance and lead for their retention likely hood

epm_ hypo_2 = Excellent Performing Managers response to agreeing employee well-being policies / initiatives motivates employee for excellent performance and lead for their retention likely hood

Mean = average difference between two paired variables being tested.

Std. Deviation = SD of the different scores.

Std. Error Mean = SD divided by square root of sample size.

t = the paired t test statistics

df = Degree of Freedom for the test.

Sig. (2-tailed) = the P value corresponding to the given test statistics t

4.6.4 **Test used**: Paired sample 't' test

**Observation**: t = -1.814 with 29 df & p = 0.80

**Inference**: **Inference:** As t = 1.814 which is < critical value of 't' at arrived 29 df of 2.045 also since p = 0.080 which is > 0.05 i.e. level of significance, we accept the null hypotheses $H_0$ that here is no significant difference in mean score of the statements regarding employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood given by HR Heads and excellent performing managers.

4.6.5         **Conclusion:** Since responses of HR heads & performing managers taken together 81% of them have confirmed that employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood along with SPSS results as specified above, promoting employee well-being policies / initiatives will improve employee motivation leading to excellent performance & better retention.

- Hence we accept null hypothesis $H_0$ that there is no significant difference in mean score of the statements regarding employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood

- Hypothesis No. 2 is Tested and validated

4.7         **Research objective No. 4**: To study the strategies adopted by manufacturing companies for retaining their excellent performing managers.

While doing the research work surveyed total 30 manufacturing companies in and around Pune of which 15 are Multinational and 15 are Indian companies.

A questionnaire was used to record the responses from either the HR Head or the CEO of the company along with personal discussions to understand the strategies adopted by these manufacturing industrial units for retaining their excellent performing managers.

Well-being is an important factor to motivate employees, improve their productivity, happiness and thereby chances of retention are high. It is important for the company to retain their employees and if good employee leaves it is total loss for the company and can create a vacuum of talent till the new recruit is hired and will be able to deliver effectively.

Therefore, for retaining excellent performing managers' companies thinks of special incentives to be offered to them. Every company tries to offer better facilities and incentives to retain and attract these important assets within its budgetary means. Sometimes companies even think of some novel ideas to retain the talent.

To ascertain the objective questionnaire was designed. If employee well-being initiatives are there in the company, employees will feel better and happy and this will help to improve their motivation level and increase likelihood of retention. All the aspects listed above were included in the questionnaire and the findings of the survey are listed below.

4.7.1 **Observations based on Primary Data:**

Questionnaire C: Question no 1 was asked to study the strategies adopted by manufacturing companies for retaining their excellent performing managers.

Q1)    For retaining excellent performing managers, do you resort to any of the initiatives listed herewith:

Following table shows the responses of the HR heads of the total 30 surveyed companies of which 15 are Indian and 15 are Multinational companies.

The table is aligned as per the most frequently used and important factor of retention.

The first most important factor of retention is to take care of the career aspirations of the employees. Generally, every employee is looking for career development in an organization. If his career aspirations are well taken by the company management, there is a great chance of retention of the employee.

**CAREER:**

| Q. # | Retention strategy adopted by the Co. | MNC | IND | Total |
|------|--------------------------------------|-----|-----|-------|
| 1h | Provide suitable career opportunity / Help in Career Development | 14 | 15 | 29 |
| 1x | A change of project, desired role, skills & responsibilities / Job rotation & new assignments | 12 | 9 | 21 |
| 1s | Special recognition and praise / Promotion opportunities | 12 | 7 | 19 |
| 1d | Offering partnership in company projects | 1 | 1 | 2 |
| 1r | Appointing them as directors of some trusts / society owned by the company | 0 | 2 | 2 |
| 1c | offering stock options | 0 | 1 | 1 |

Table 4.42

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
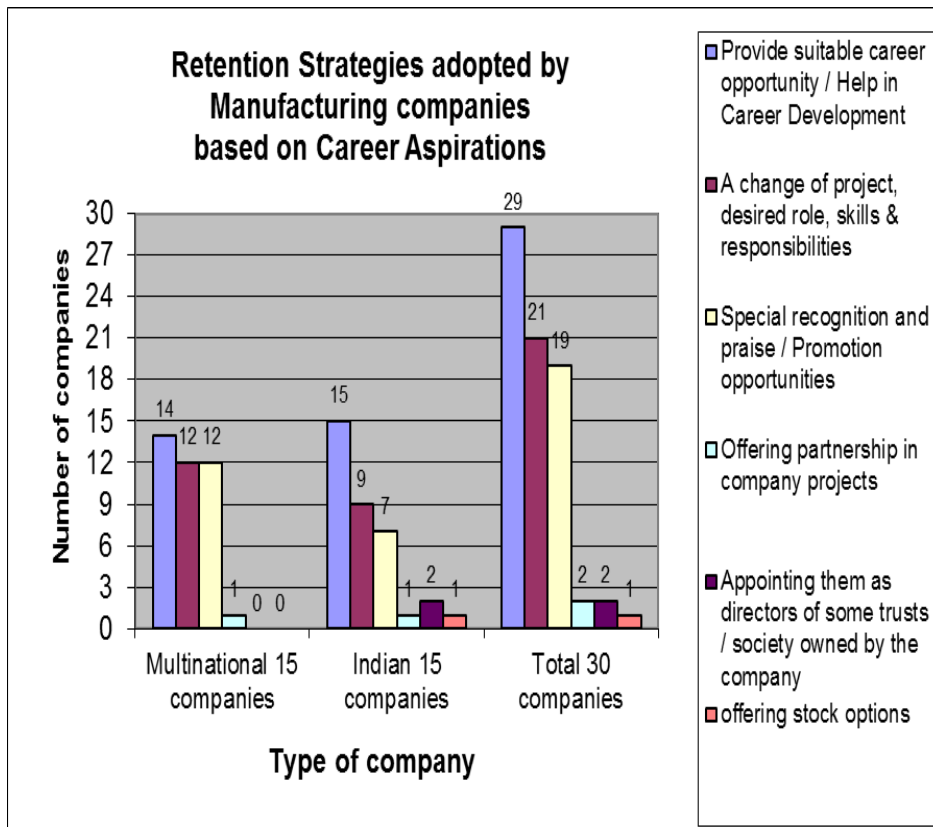


Figure 4.42

It is observed from the above graph that:

a)      Providing suitable career opportunity / help in career development (Q1h) is the top most important aspect concerning career aspirations for retention of excellent performing managers. This is available in 14 multinationals and 15 Indian (total 29 out of 30 i.e. 97%) companies.

b)      A change of project, desired role, skills & responsibilities / Job rotation & new assignment (Q1x) is the second most important aspect concerning career aspirations for retention of excellent performing managers. This is available in 12 multinationals and 9 Indian (total 21 out of 30 i.e. 70%) companies.

c)      Special recognition and praise / Promotion opportunities (Q1s) is the next most important aspect concerning career aspirations for retention of excellent performing managers. This is available in 12 multinationals and 7 Indian (total 19 out of 30 i.e. 63%) companies.

144

d) Offering partnership in company projects Q1d), appointing them as directors of some trusts / society owned by the company (Q1r) and offering stock options (Q1c) are the next aspects concerning career aspirations for retention of excellent performing managers. These are negligible aspects as they are not being considered as important aspect to retain the excellent performing managers by the manufacturing companies.

The second most important factor of retention is to take care of the health requirements of the employees. Generally, every employee is more worried about his health issues while working in an organization. Generally, excellent performing managers have health issues such as stress management, anxiety and high blood pressure or diabetic issues. If his health requirements are well taken by the company management, there is a great chance of retention of the employee.

**HEALTH:**

| Q. No. | Retention strategy adopted by the company | MNC | IND | Total |
|---|---|---|---|---|
| 1j | Giving medical advance and reimbursement of medical bills | 14 | 11 | 25 |
| 1m | Tie ups with hospitals | 14 | 11 | 25 |
| 1q | LIC for key personnel | 12 | 10 | 22 |
| 1b | Reimbursement of full medical expenses for self and family | 5 | 5 | 10 |
| 1u | Leisure trip in company arranged resorts at hill stations | 4 | 0 | 4 |
| 1o | Offering medical treatment abroad | 2 | 0 | 2 |

Table 4.43

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
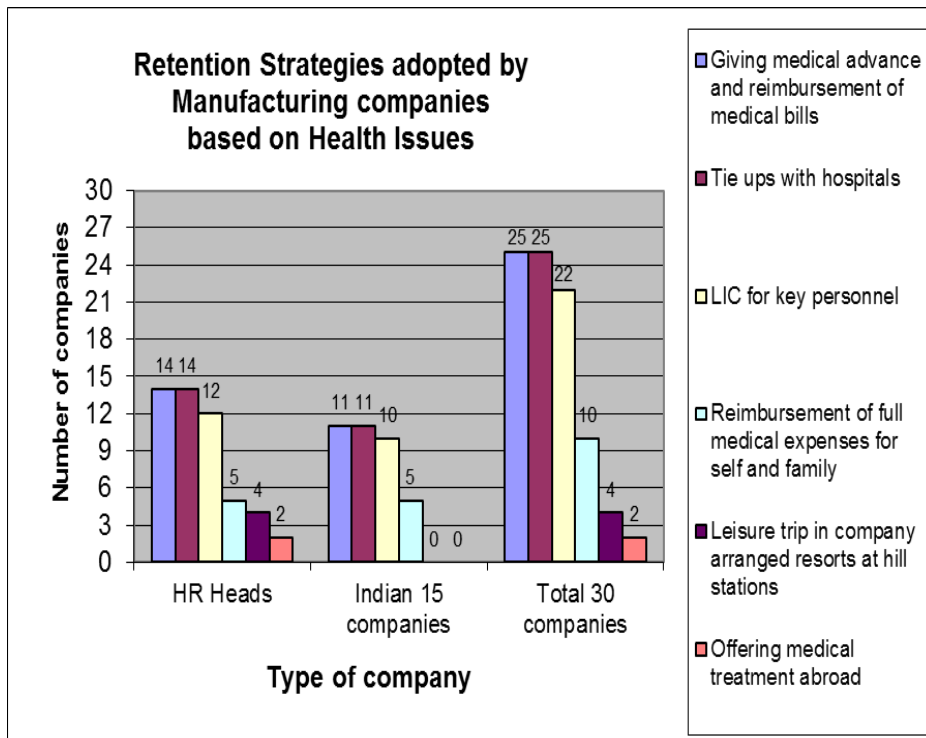
It is observed from the above graph that:

a)      Giving medical advance (Q1j) and tie ups with hospitals (Q1m) are the top most important aspects concerning health issues for retention of excellent performing managers. They are available in 14 multinationals and 11 Indian (total 25 out of 30 i.e. 83%) companies.

b)      LIC for key personnel (Q1q) is the next most important aspect concerning health issues for retention of excellent performing managers. This is available in 12 multinationals and 10 Indian (total 22 out of 30 i.e. 73%) companies.

.c)      Reimbursement of full medical expenses for self and family (Q1b) is the next most important aspect concerning health issues for retention of excellent performing managers. This is available in 5 multinationals and 5 Indian (total 10 out of 30 i.e. 33%) companies.

d)      Leisure trip in company arranged resorts at hill stations (Q1u) and offering medical treatment abroad (Q1o) are the next aspects concerning health issues for retention of excellent performing managers. These are negligible aspects as they are not being considered as important aspect to retain the excellent performing managers by the manufacturing companies.

The third most important factor of retention is to take care of the welfare requirements of the employees. Generally, every employee is looking for his welfare requirements to be taken care while working in an organization. Generally, welfare requirements of the excellent performing managers are well taken by the company management, there is a great chance of retention of these employees.

**WELFARE:**

| Q. No. | Retention strategy adopted by the company | MNC | IND | Total |
|--------|-------------------------------------------|-----|-----|-------|
| 1n | Lump sum loan for furniture & fixture | 12 | 12 | 24 |
| 1p | Providing educational loans for wards and self for career development | 12 | 12 | 24 |
| 1l | Arrange for admission of children's in good schools | 12 | 8 | 20 |
| 1a | Offering higher retirement pension plans | 6 | 0 | 6 |
| 1g | Work from home | 3 | 2 | 5 |
| 1k | Provide day care crèche facility | 1 | 1 | 2 |

Table 4.44

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.



Figure 4.44

147
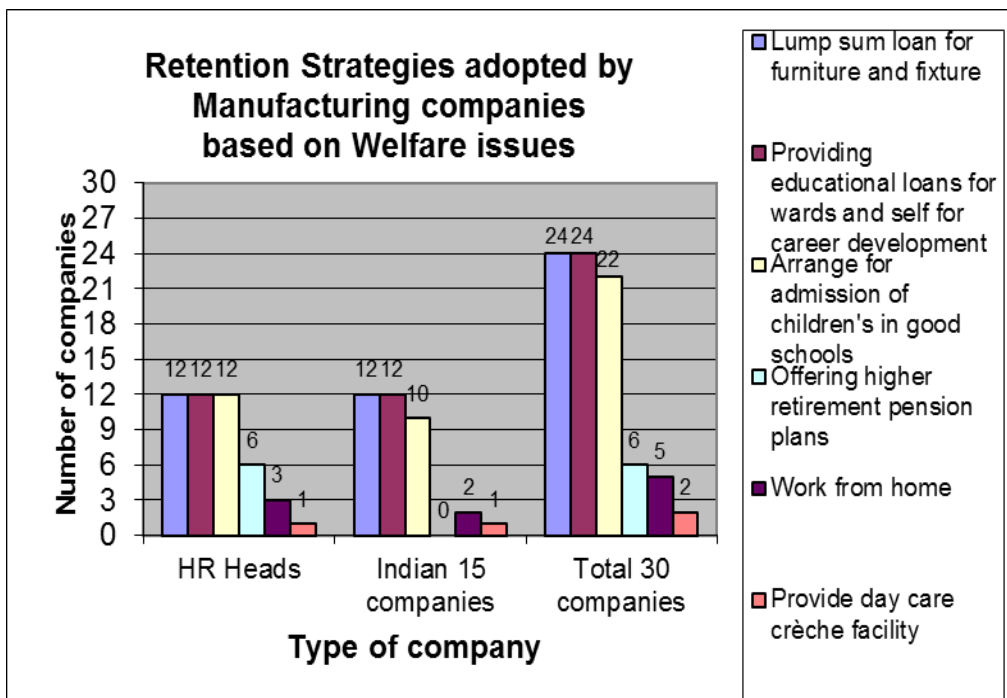
It is observed from the above graph that:

a) Lump sum loan for furniture and fixture (Q1n) and providing educational loans for wards and self for career development (Q1p) are the top most important aspects concerning welfare issues for retention of excellent performing managers. This is available in 12 multinationals and 12 Indian (total 24 out of 30 i.e. 80%) companies.

b) Arrange for admission of children's in good schools (Q1l) is the next most important aspect concerning welfare issues for retention of excellent performing managers. This is available in 12 multinationals and 8 Indian (total 20 out of 30 i.e. 67%) companies.

c) Offering higher retirement pension plans (Q1a), work from home (Q1g) and providing day care crèche facility (Q1k) are the next aspects concerning welfare issues for retention of excellent performing managers. These are negligible aspects as they are not being considered as important aspect to retain the excellent performing managers by the manufacturing companies.

The forth most important factor of retention is to take care of the leisure requirements of the employees. Generally, every employee is looking for his leisure requirements to be taken care while working in an organization. Generally, leisure requirements of the excellent performing managers are well taken by the company management, there is a great chance of retention of these employees.

**LEISURE:**

| Q. No. | Retention strategy adopted by the company | MNC | IND | Total |
|---|---|---|---|---|
| 1e | Sending manager to overseas trip | 7 | 3 | 10 |
| 1v | Off day for Birthday / Marriage Anniversary | 6 | 4 | 10 |
| 1f | Offering membership of club | 5 | 2 | 7 |
| 1i | Send manager abroad with his family for a leisure trip | 5 | 2 | 7 |
| 1t | Providing house servants | 4 | 3 | 7 |
| 1w | Family Dinner with Boss | 5 | 1 | 6 |

Table 4.45

Based on the above table, bar chart has been drawn to represent the data which is reproduced below for review.
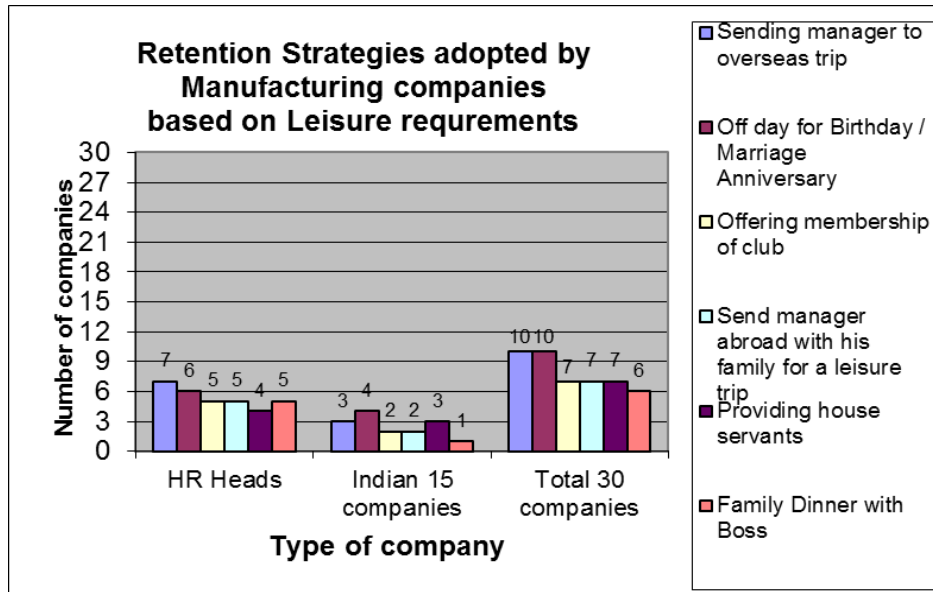


Figure 4.45

It is observed from the above graph that:

a)      Sending manager to overseas trip and off day for birthday / marriage anniversary are the top most important aspects concerning leisure requirements for retention of excellent performing managers. This is available in 7 multinationals and 3 Indian (total 10 out of 30 i.e. 33%) companies.

b)      Offering membership of club, providing house servants and sending manager abroad with his family for a leisure trip is the next most important aspect concerning leisure requirements for retention of excellent performing managers. This is available in 5 multinationals and 2 Indian (total 7 out of 30 i.e. 23%) companies.

c)      Family Dinner with Boss is the next aspect concerning leisure requirements for retention of excellent performing managers. These are negligible aspects as they are not being considered as important aspect to retain the excellent performing managers by the manufacturing companies.

From the discussions with all HR Heads of the surveyed companies, it was revealed that there is no separate policy regarding retention for managers & excellent performing managers and policy is same for all the managers

### 4.7.2    **Observations as per Secondary data:**

1.  Fitz-enz (1997) stated that "the average company loses approximately $1 million with every 10 managerial and professional employees who leave the organization.'

2.  Walker (2001) identified seven factors enhancing employee retention:

    a.  compensation and appreciation of the performed work

    b.  provision of challenging work

    c.  chances to be promoted and to learn

    d.  invitational atmosphere within the organization

    e.  positive relations with colleagues

    f.  a healthy balance between professional & personal life &

    g.  good communications

3.  Osteraker (1999) observed that "the employee satisfaction and retention are the key factors for the success of an organization. The retention factor can be divided into three broad dimensions:

    a.  Social – contacts the employee have with other people both internal and external.

    b.  Mental – work characteristics, flexible work tasks and

    c.  Physical – working conditions and pay.

4.  Kehr (2004) divided the retention factors in to following three variables:

    a.  Power – dominance and social control

    b.  Achievement – personal performance exceeding set standards

    c.  Affiliation – social relationships that are established and intensified.

5.  Hytter (2007) found that there are direct and indirect factors of retention they are:

a. Direct factors – personal premises of loyalty, trust, commitment and identification and attachment with the organization

b. Indirect factors – rewards, leadership style, career opportunities, training and development of skill, physical working conditions and the balance between professional and personal life.

6. Eva Kyndt, Filip Dochy et al., (2009) have found in their study following factors as important for retention:

a. Personal factors – level of education, seniority, self-perceived leadership skills and learning attitude

b. Organizational factors – appreciation & stimulation and pressure of work.

7. Jackson (1981) and Stear (1991) stated in their study that high turnover is caused by:

a. Unhappiness with work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools and poor candidate screening and

b. Lack of career opportunities and challenges, dissatisfaction with the job scope or conflicts with management.

# CHAPTER – 5

# FINDINGS AND CONCLUSIONS

5.1      **Findings of research based on primary data**

Researcher visited total 35 manufacturing companies in and around Pune having more than 350 employees. The spread over of the companies was from Chakan Industrial area, Pimpri Chinchwad industrial area, Hinjewadi area, Hadapsar area, Ranjangaon MIDC, Bhosari MIDC, and Shirwal area. Therefore, companies across Pune cindustrial belt were covered for the research study.

Following four questionnaires were used for final study

1. Questionnaire - A & C for HR Heads / CEO's response

2. Questionnaire - B for Managerial & Executive empl. response

3. Questionnaire – D for Excellent Performing Managers response

The questionnaires were designed based on the questionnaire used by research scholar Mrs. Vijalakshmi V, Anna University of Technology Coimbatore in her research paper on employee retention practices     of     automobile     industries     in     India www.shodhganga.inflibnet.ac.in/bitstream/10603/23927/11/11_appendix.pdf

Final Survey was conducted from 800+ Managerial& Executive employees of which 510 employees responded i.e. on & average 17 respondents from 30 companies by administering Questionnaire – B and 30 HR Heads by administering Questionnaires – A, & C. Responses of 125 Excellent Performing Managers i.e. on & average 4 respondents form 30 companies surveyed were taken separately by administering Questionnaire – D led to the following findings:

5.1.1      **Research objective No. 1 -** 'To study different types of employee well-being policies / initiatives practiced in various manufacturing industrial units,'

Following are the findings from the respondents of 30 manufacturing companies surveyed by the researcher.

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 1 | **Obj. 1 - Availability of employee well-being policy**, in the organizations under study 15 out of 30 i.e. 50% companies have confirmed that they are having well defined employee well-being policy in place followed by 9 out of 30 i.e. 30% companies do not have employee well-being policy but they confirmed that they are planning to introduce within a year. 5 out of 30 i.e. 17% companies do not have employee well-being policy but they confirmed that they are planning to introduce in the long run. | Figure 4.1 | 73 |
| 2 | **Obj. 1 - Employee welfare (Spiritual well-being)** activities, initiatives available / practiced in the organizations under study. Environment of trust being the top most important aspect of employee welfare with 79% followed by Treating everybody with equality and honour with 77% Display of wellness information on notice board with 59% Stress management programs with 52% Conducting employee satisfaction surveys focussing on spirituality with 45% and Yoga & meditation with 39%. companies practicing it regularly. | Table 4.1 Figure 4.2 | 74 |
| 3 | **Obj. 1 - Employee non-discrimination (Emotional well-being)** activities, initiatives available / practiced, in the organizations under study. Opportunities for career development and Job security being the top most important aspects of employee non-discrimination with 78% followed by Equality in team work 76% Grievance & complaints resolution 74% Appreciation of employees contribution in public 64% and Team building activities 56% companies practicing it regularly.. | Table 4.2 Figure 4.3 | 76 |

153

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 4 | **Obj. 1 - Employee development (Intellectual well-being)** activities, initiatives available / practiced, in the organizations under study. Formal training & development relevant to employee needs and Effective delegation of authorities & responsibilities being the top most important aspects of employee development with 78% followed by Encouragement for experimenting new methods and creative ideas with 77% stating clear job requirements to everyone with 76% open discussions with superiors regarding career growth plans with 75% and knowing of organizations goals & strategies to everybody with 74% companies practicing it regularly. | Table 4.3 Figure 4.4 | 78 |
| 5 | **Obj. 1 - Social Involvement (Social well-being)** activities, initiatives available / practiced, in the organizations under study. Friendly environment being the top most important aspect of social involvement with 77% followed by Time off for community engagement & volunteering with 38% On-sight recreational facilities with 37% promoting trekking / walking groups with 37% Formal organization of family get together with 36% and Membership for book club with 36% companies practicing it regularly. | Table 4.4 Figure 4.5 | 80 |

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 6 | **Obj. 1 - Employee caring (Physical well-being)** activities, initiatives available / practiced, in the organizations under study. Covering employees under group mediclaim insurance being the top most important aspect of employee caring with 93% followed by Organization of annual medical check-up for employees with 91% Availability of healthy food at company canteens / cafeterias with 71% Counselling for health related issues with 69% Diet counselling with 34% and Sponsoring gym / health club membership with 26% companies practicing it regularly. | Table 4.5 Figure 4.6 | 81 & 82 |
| 7 | **Obj. 1 - Employee safety (Occupational well-being)** activities, initiatives available / practiced, in the organizations under study. Providing safe working conditions being the top most important aspect of employee safety with 94% followed by Celebration of national safety week with 90% Arranging safety related training to employees with 87% Conducting emergency evacuation drill periodically with 86% Promoting use of personal protective equipment with 76% and Providing safety related checklist to all employees with 63% companies practicing it regularly. | Table 4.6 Figure 4.7 | 83 & 84 |

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 8 | **Obj. 1 - Employee Rewards (Financial well-being)** activities, initiatives available / practiced, in the organizations under study. Giving employee advance for festival, hospital and educational needs being the top most important aspect of employee rewards with 63% followed by Conducting regular salary surveys with 61% Providing monetary benefits based on performance with 60% Giving employee loans at concessional rates with 55% Providing financial incentives for cost saving suggestions with 50% and Inviting financial planner to guide employee on tax planning with 38% companies practicing it regularly. | Table 4.7 Figure 4.8 | 85 |
| 9 | **Obj. 1 - Company environment (Environmental well-being)** activities, initiatives available / practiced, in the organizations under study. Providing proper ventilation, lighting and temperature inside the premises being the top most important aspect of company environment with 91% followed by Planting of trees in the premises with 88% Providing well designed work stations with 83% Certifying organization for ISO 14000 standards (Environment standard) with 73% Organizing environment management training to employees with 69% and Providing facility for checking PUC for employee and company vehicles with 50% companies practicing regularly. | Table 4.8 Figure 4.9 | 87 |

Table 4.46

**5.1.2** **Research objective no. 2** -. 'To examine and assess perceptions of HR Heads & their Excellent Performing Managers about the impact of workplace environment on employees' motivation, performance level, health and their productivity'

Researcher taken following hypotheses based on objective - 2

**Hypothesis No. 1**: Workplace environment has impact on employee performance

Following are the findings from the respondents of 30 manufacturing companies surveyed by the researcher.

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 1 | **Obj. 2** Overall 85% of the respondents of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have confirmed that workplace environment has an impact on employee motivation, performance level, health and productivity. <br><br> **Hypo. 1** As t = 0.281 which is < critical value of 't' at arrived 29 df of 2.045 also since p = 0.781 which is > 0.05 i.e. level of significance, we accept the null hypotheses $H_0$ that there is no significant difference in mean score of the statements regarding employee well-being & workplace environment given by HR heads & excellent performing managers. | Table 4.22 Figure 4.23 <br><br><br> Table 4.23 Figure 4.24 | 109 & 110 <br><br><br> 113 & 114 |

Table 4.47

5.1.3    **Research objective no. 3** - 'To analyse perception of HR Heads & their Excellent Performing Managers about the effect of employee well-being initiatives on retention of excellent performing managers in select manufacturing industrial units'.

Researcher taken following hypotheses based on objective - 3

**Hypothesis No. 2**: Employee well-being policies / initiatives motivate the employee for excellent performance and also lead for their retention likely hood.

Following are the findings from the research:

There are no separate policies for retention of managers & excellent performing managers in any of the organizations surveyed.

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---------|-----------------------------------------------|-----------------|--------|
| 1 | **Obj. 3** Overall 85% of the respondents (132 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that innovative HR practices helps to attract and retain high performing managers. | Table 4.25 Figure 4.25 | 117 |
| 2 | **Obj. 3** overall 76% of the respondents (118 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that well defined career path helps in better retention of employees. | Table 4.26 Figure 4.26 | 118 |
| 3 | **Obj. 3** overall 85% of the respondents (131 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that good interpersonal relationship with boss can lead to better employee retention. | Figure 4.27 Table 4.27 | 119 & 120 |
| 4 | **Obj. 3** overall 68% of the respondents (106 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that mentoring of employees would help in reducing attrition rate of employees. | Figure 4.28 Table 4.28 | 121 |
| 5 | **Obj. 3** overall 81% of the respondents (125 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that moral support from top management is must for retention of high performing managers.. | Figure 4.29 Table 4.29 | 122 |
| 6 | **Obj. 3** overall 75% of the respondents (116 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that global exposure leads to improve retention. | Figure 4.30 Table 4.30 | 123 |

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 7 | **Obj. 3** overall 65% of the respondents (101 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that allowing employees to make mistakes & have full authority & freedom of decision making motivates employees and helps in better retention. | Figure 4.31 Table 4.31 | 124 & 125 |
| 8 | **Obj. 3** overall 85% of the respondents (131 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that if pay is not tied to performance, it may lead to increase in attrition. | Figure 4.32 Table 4.32 | 126 |
| 9 | **Obj. 3** overall 59% of the respondents (91 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that provision for job opportunities for family members helps in better retention. | Figure 4.33 Table 4.33 | 127 |
| 10 | **Obj. 3** overall 92% of the respondents (142 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that by letting the right people know and taking necessary measures, you can always retain the right talent. | Figure 4.34 Table 4.34 | 128 & 129 |
| 11 | **Obj. 3** overall 87% of the respondents (135 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that if employees are treated with due respect, their suggestions and grievances are considered on merits & good work done is appreciated, to reduce the attrition rate. | Figure 4.35 Table 4.35 | 130 |

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 12 | **Obj. 3** overall 93% of the respondents (144 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies have agreed that there will be likelihood of retention when one on one discussion (meeting) at regular intervals take place with employees for providing opportunities for brushing his skills & offering better pay packages. | Figure 4.36 Table 4.36 | 131 & 132 |
| 13 | **Obj. 3** overall 95% of the respondents (147 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies believed that promoting employee well-being will result in improving employee satisfaction & retention. | Figure 4.37 Table 4.37 | 133 |
| 14 | **Obj. 3** overall 77% of the respondents (119 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies believed that promoting employee well-being will result in improving better leadership leading to better retention. | Figure 4.38 Table 4.38 | 134 & 135 |
| 15 | **Obj. 3** overall 89% of the respondents (138 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies believed that promoting employee well-being will result in improving better organizational culture helping reduction in attrition. | Figure 4.39 Table 4.39 | 136 |
| 16 | **Obj. 3** overall 87% of the respondents (135 out of 155) of both HR Heads and Excellent Performing Managers of the 30 surveyed companies believed that promoting employee well-being will result in improving employee retention | Figure 4.40 Table 4.40 | 137 |

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 17 | **Hypo. 2** As t = 1.814 which is < critical value of 't' at arrived 29 df of 2.045 also since p = 0.080 which is > 0.05 i.e. level of significance, we accept the null hypotheses $H_0$ that here is no significant difference in mean score of the statements regarding employee well-being policies / initiatives of the organization motivate the employees for their excellent performance leading to better retention likely hood given by HR Heads & excellent perf. managers. | Figure 4.41 Table 4.41 | 140 & 141 |

Table 4.48

5.1.4      **Research objective no. 4** - 'To study the strategies adopted by manufacturing companies for retaining their excellent performing managers.

Initiatives adopted by the organizations for retaining their excellent performing managers was grouped in 4 major categories like career, health, welfare and leisure 6 questions each were asked to respond.

Following are the findings from the respondents of 30 manufacturing companies surveyed by the researcher in which Questionnaire C was used to record the responses of the HR Heads / CEO's of the company along with personal discussions.

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---|---|---|---|
| 1 | **Obj. 4** In case of the first aspect of career aspirations, top 2 initiatives are as follows; <br> a) providing suitable career opportunity / help in career development is emerged as top aspect which is available in 97% companies surveyed (29 out of 30) followed by <br> b) a change of project, desired role, skills & responsibilities / job rotation & new assignments is available in 70% companies surveyed (21 of 30) | Figure 4.42 Table 4.42 | 143 & 144 |

| Sr. No. | Observations / Findings based on primary data | Figure/ Table # | Page # |
|---------|-----------------------------------------------|-----------------|--------|
| 2 | **Obj. 4** In case of the second aspect of health requirements, top 3 initiatives are as follows;<br>a) giving medical advance and reimbursement of medical bills and tie ups with hospitals are emerged as top most important aspects which are available in 83% companies surveyed (25 out of 30) followed by<br>b) LIC for key personnel is available in 73% companies surveyed (22 of 30) | Table 4.43 Figure 4.43 | 145 & 146 |
| 3 | **Obj. 4** In case of the third aspect of welfare requirements, top 3 initiatives are as follows;<br>a) Lump sum loan for furniture & fixture and providing educational loans for wards & self for career development are emerged as top most important aspects which are available in 80% companies surveyed (24 out of 30) followed by<br>b) Arrange for admission of children's in good schools is available in 67% companies surveyed (20 of 30) | Table 4.44 Figure 4.44 | 147 |
| 4 | **Obj. 4** In case of the forth aspect of leisure requirements, top most initiatives are as follows;<br>a) Sending manager to overseas trip & off day for birthday / marriage anniversary are emerged as top most important aspects which are available in 33% companies surveyed (10 out of 30) | Table 4.45 Figure 4.45 | 148 & 149 |

Table 4.49

Therefore, from the above findings it is evident that career, health and welfare are more important from the point of view of the companies for which they have taken good initiatives and considered leisure as the list important aspect for retention of excellent performing managers.

5.2 **Findings of research based on secondary data**

Secondary data shows that companies are having following employee well-being initiatives:

5.2.1 **For Research Objective No. 1** following are the findings in respect of different types of employee well-being policies / initiatives practiced in various manufacturing units.

- Display of wellness information on notice boards.
- Celebration of National Safety week with competitions and awards for safety.
- Organizing family get-together of employees
- Organizing medical checkup camp in company premises for company employees
- Conducting regular emergency evacuation drill for employee safety.
- Giving loans and festival advances to employees at concessional rates.
- Providing scholarships and distribution of merit certificates for higher education of children of company employees.
- Promoting trekking and walking groups of employees.
- Providing well equipped health care center with ambulance & doctor facility for industrial accidents and injuries to employees.
- Donation of tables, chairs, benches and desktops to the local school etc.

5.2.2 **For Objective No. 2** following are the findings in respect of the impact of workplace environment on employees' motivation, performance level, health and their productivity:

Nice (2009) stated that promotion of employee well-being can have economic benefits for employers, from

– increased commitment and job satisfaction,
– staff retention,
– improved productivity and performance and
– reduced staff absenteeism.

Mills, Kessler, Cooper & Sullivan (2007) observed that multicomponent well-being interventions have been shown

– to reduce the risk of stress significantly,

– improve work performance and

– reduce absenteeism.

Guest and Conway (2005) stated that

– high levels of stress are associated with lower levels of motivation and commitment and

– stress is associated with higher intentions among employees to leave organizations.

OPP (2008) stated that stress is a significant cause of conflict of work.

5.2.3    **For Objective No. 3** following are the findings in respect of the effect of employee well-being policies / initiatives in motivating employees for excellent performance & lead for retention likely hood:

**Panoch (2001)** expressed the view that organizations today take great care in retaining its valuable employees as they are increasingly becoming more difficult to find.

**Jackson (1981) and Stear (1991)** have stated that high turnover is caused by unhappiness with work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools and poor candidate screening. Other causes are lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management.

**Denton (2000)** has stated that employees who are happy and satisfied with their jobs are more dedicated towards their work and always put their effort to improve their organizational customer's satisfaction.

**Cutler (2001)** stated that one of the most important demands on management today in any organization is keeping the most vital and dynamic human resources motivated and dedicated.

164

5.2.4    **For Objective No. 4** following strategies adopted by manufacturing companies for retaining their excellent performing managers:

**Walker (2001)** identified seven factors enhancing employee retention:

‒ compensation and appreciation of the performed work

‒ provision of challenging work

‒ chances to be promoted and to learn

‒ invitational atmosphere within the organization

‒ positive relations with colleagues

‒ a healthy balance between the professional & personal life &

‒ good communications

**Osteraker (1999)** observed three broad dimensions of employee retention they are:

‒ Social ‒ contacts the employee have with other people both internal and external.

‒ Mental ‒ work characteristics, flexible work tasks and

‒ Physical ‒ working conditions and pay.

**Jackson (1981) and Stear (1991)** stated in their study that high turnover is caused by:

‒ Unhappiness with work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools and poor candidate screening and

‒ Lack of career opportunities and challenges, dissatisfaction with the job scope or conflicts with management.

5.3    **RECOMMENDATIONS**

On the basis of research findings, researcher has certain recommendations which are described below.

5.3.1    **Availability of employee well-being policy:** Every organization should have a well-defined employee well-being policy in place and ensure its effective implementation which will help to improve employee performance and retention likely hood.

5.3.2    **Conducting regular employee surveys:** Organization should conduct regular surveys to understand the well-being initiatives employees are expecting to be available in the organization.

5.3.4    **Effective communication of policies:** Employees should be communicated about the policies that are available in the company.

5.3.5    **Welcome suggestions from employees:** Employees suggestions should be considered while deciding changes in the policies.

5.3.6    **Balance approach for various factors of well-being initiatives:** Organizations should take a balance approach on all aspects of employee well-being initiatives as each aspects plays an important role in terms of employee performance and their retention in the interest of the organization.

5.4    **Limitations and exclusions of the study**

In spite of intense and systematic study done by the researcher, it has certain limitations.

5.4.1    Researcher has taken only 30 industrial units for the purpose of study having employees exceeding 350 in number.

5.4.2    Researcher has selected those units in which he has acquaintances. Pune being vast region, there are limitations to make full geographical coverage for the study.

5.4.3    Study is based upon the responses given by the respondents. Moreover, certain respondents had reservations to answer certain questions under the pretext of confidentiality.

5.4.4    There was a limitation of time also. Study has to be completed within given time frame. Because of this, it was difficult to study many industrial units and in-depth study was still difficult.

5.4.5    There are monitory constraints also. Resources were limited with the researcher, which has constrained the researcher from making in-depth study.

5.4.6    In spite of limitations, researcher has made systematic study. Researcher has taken representative sample of companies.

5.4.7    Within each company also researcher obtained the information from the sufficient number of respondents.

5.4.8    Moreover, in order to reduce the margin of error, researcher has taken in-depth interviews of CEO's & MD's of the companies. This has facilitated the fairness of results and conclusions.

5.5    **Scope for further research**

5.5.1    Since the researcher studied 30 manufacturing companies from in and around Pune with combination of multinational and Indian companies restricting to having 350 and more employees, a more detailed study on employee well-being policies and its effect on retention of excellent performing managers needs to be done even for companies having less than 350 employees as it will help them to retain their performing managers.

5.5.2    Even a comparison to be made in respect of well-being policies adopted by IT and IT enabled companies as they represent having the best practices for employee retention as they employ talented employees as compared to manufacturing industries.

5.5.3    It will be useful to study whether the companies have succeeded in the meeting the aspirations and expectations of their performing managers leading to better retention.

5.5.4    Researcher had considered only the units in Pune, even someone can consider other cities for the purpose of the study.

5.5.5    Research study can be made sector wise i.e. Automobile, Textiles, Valves & Pumps, Electronics, Electricals etc.

5.5.6    Even researcher can study Government companies, Private companies, Co-operatives, Multinationals & Indian companies etc.

**BIBLIOGRAPHY**

1.      Adam M Grant, Marlys K. Christianson & Richard H Price (2007). Happiness, Health or Relationship? Managerial Practices & Employee Well-being Tradeoffs

2.      Antonio Pangallo and Emma Donaldson-Feilder. The business case for wellbeing and engagement: literature review.

3.      Andrew Molinsky & Joshua Margolis (2005). Necessary evils and international sensitivity in organizations.

4.      A Report by WorldatWork (Feb 2012). Total Rewards & Employee Well-being.

5.      Ajay K. Jain, Sabir I. Giga and Cary L. Cooper (2015). Employee wellbeing, control and organizational commitment.

6.      AICPA Employee Retention Guide: How to keep your top talent on board. www.aicpa.org/worklife

7.      Bindu Anto Ollukkaran and Dr. Rupa Gunaseelan (2012). A study on the impact of work environment on employee performance.

8.      Bidisha Lahkar Das and Dr. Mukulesh Baruah (2013). Employee Retention: A Review of Literature.

9.      Barbara J. Kreisman (2002). Insights into Employee Motivation, Commitment and retention. White paper.

10.     Catherine Truss, Amanda Shantz, Emma Soane, Kerstin Alfes and Rick Delbridge (2013). Employee engagement, organizational performance and individual well-being: exploring the evidence, developing the theory.

11.     C. Balakrishnan, Dr. D. Masthan and Dr. V. Chandra (2013). Employee Retention through Employee Engagement – A Study at an Indian International Airport.

12.     David MacLeod and Nita Clarke (2014). Engage for Success The Evidence, Wellbeing and Employee Engagement

13.     David Chenoweth. SHRM Foundation Executive Briefing Wellness Strategies to Improve Employee Health, Performance and the Bottom Line.

14.     Dr. K. Chandrasekar (2011). Workplace environment and its impact on organizational performance in Public Sector Organizations.

15. David Chenoweth SHRM Foundation Executive Briefing (2011). Promoting Employee Well-being, Wellness Strategies to Improve Employee Health, Performance and the Bottom Line.

16. Douglas Renwick (2002). HR Managers Guardians of employee wellbeing?

17. Dr. Ruchi Jain and Surinder Kaur (2014). Impact of work environment on job satisfaction.

18. Ellen Ernst Kossek, Thomas Kalliath, Parveen Kalliath (2012). Achieving employee wellbeing in a changing work environment: An expert commentary on current scholarship.

19. Elza Fatima Rosa Veloso, Rodrigo Cunha Da Silve, Joel Souza Dutta, Andre Luiz Fischer and Leonardo Nelmi (2014). Talent Retention Strategies in Different Organizational Contexts and Intention of Talents to Remain in the Company.

20. Fisher, C. D. (2003). Why do people believe that satisfaction and performance are correlated? Possible sources of commonsense theory. Journal of Organizational Behavior

21. Fehmidah Munir, Karina Nielsen, Anne H. Garde, Karen Albertsen and Isabella G. Carneiro (2011). Mediating the effects of work-life conflict between transformational leadership and health-care workers' job satisfaction and psychological wellbeing.

22. Girish Keahav Palshikar, Rajiv Srivastava and Sachin Pawar, Arrest Attrition with Analysis. Tata Consultancy Services – White paper.

23. Hartwell, T. D. (1996). Aiding troubled employees: The Prevalence, Cost and Characteristics of Employee Assistance Programs in the United States.

24. Julie A. Hind and Michael J. Rouse (2014). White paper on defining workplace wellness programs: A rapid systematic review.

25. John P. Meyer and Elyse R. Maltin (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda.

26. Karina Van De Voorde, Jaap Paauwe and Marc Van Veldhoven (2012). Employee Well-being and the HRM-Organizational Performance Relationship: A Review of Quantitative Studies.

27. Katrina J. Lawson, Andrew J. Noblet and John J Rodwell (2009). Promoting employee wellbeing: the relevance of work characteristics and organizational justice.

28. Kate Sparks, Brian Faragher and Cary L. Cooper (2001). Well-being and occupational health in the 21$^{st}$ century workplace.

29. Michael Page 2015/2016 Employee Intentions Report India.

30. Nichole Renee Baptiste (2007). Tightening the link between employee wellbeing at work and performance: A new dimension for HRM.

31. Nia Munira Naharuddin and Mohammad Sadegi (April 2013). Factors of workplace environment that affect employees performance: A case study of Miyazu Malasia.

32. Peter Cotton and Peter M. Hart (2003). Occupational Wellbeing and Performance: A Review of Organizational Health Research.

33. Paul Schulte and Harri Vainio (2010). Discussion paper: Well-being at work – overview and perspective.

34. Preethi Vijaimadhavan and Dr. D. Venkatarama Raju (August 2013). Significance of General Well-being of IT Professionals in India.

35. PricewaterhouseCoopers (April 2007). Working towards Wellness – An India perspective.

36. Recognize Reward Reinvigorate, 30 Creative Ideas for Boosting Morale and Retention. www.officeteam.com.au

37. Stefania De Simone (2014). Conceptualizing wellbeing in the workplace.

38. Soeren Mattke, Hangsheng Liu, John P. Caloyeras, Christina Y. Huang, Kristin R. Van Busum, and Dmitry Khodyakov, Victoria Shier (2013) .Research Report: Workplace wellness programs study RAND Health.

39. Sunil Ramlall (2004). A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations.

40. Social and Emotional Wellbeing. Healthy Workplace Resource Toolkit.

41. Shruti Sehgal (2012). Relationship between Work Environment and Productivity.

42. Shwetha Srivastava. HR Practices And Change Initiatives.

43.    SHRM Foundation's Effective Practice Guidelines Series. Retaining Talent. A Guide to analyzing and managing employee turnover.

44.    Tom Rath and Jim Harter (2010). The economics of wellbeing Gallup Consulting.

45.    World Economic Forum (2010). The Wellness Imperative - Creating More Effective Organizations.

46.    Well-being at work – A review of the literature by nef consulting.

47.    Wellness in Workplace (2012).  An Optum Research update Resource Centre for Health & Wellbeing, White Paper

48.    World Economic Forum (2009). India's Innovation in Workplace Wellness New Delhi India 7th Nov. 2009.

49.    World Economic Forum (2010). The Wellness Imperative: Creating More Effective Organizations.

50.    World Economic Forum (2012). The Workplace Wellness Alliance Investing in a Sustainable Workforce in collaboration with The Boston Consulting Group.

51.    Weldon K. Ngeno and Muathe, SMA (2014). Critical review of literature on employee wellness programs in Kenya.

52.    Wellness Councils of America (2001). 101 Ways of Wellness.

53.    Wellness in Workplace (2011).  An OptumHealth Research Study, White Paper

54.    World Economic Forum (Sept 2009). Employee Wellness as a Strategic priority in India Preventing the Burden of Non-Communicable Diseases through Workplace Wellness Programmes. Report of a Joint Event of the World Economic Forum and the World Health Organization Country Office for India
World Econ

55.    World Economic Forum (2008).  Working towards wellness Measuring Results.

**Name:**                                                       **Contact No.**

**Designation:**                                           **E-mail id.:**

**Company:**                                       **No. of years with this company:**

# Employee Well-being Survey Questionnaire - A

**Note:** This Questionnaire is designed to assess the employee well-being policies and its impact on retention of excellent performing managers in select manufacturing industrial units in and around Pune.

All the information collected will be used solely for academic purpose and the confidentiality of the information you provide is very much assured.

Your response as Head of HR will be of great help to understand the organizational perspective in terms of employee well-being.

I will be more grateful if you could answer following questions / statements. Put tick or cross mark whereever applicable

| | | | | |
|---|---|---|---|---|
| 1 | Does your organization have E**mployee Well-being Policy**? | a | Yes | |
| | | b | No but we are planning to introduce within one year from now | |
| | | c | No but we are planning to introduce in the long run (more than one year from now) | |
| | | d | No and we do not plan to introduce at any time. | |
| 2 | Which of the following activities related to **EMPLOYEE WELFARE (Spiritual well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Yoga & Meditation | |
| | | b | Display of wellness information on notice board | |
| | | c | Stress management programs | |
| | | d | Treating everybody with equality and honour | |
| | | e | Environment of trust | |
| | | f | Conducting Employee Satisfaction Surveys focusing on spirituality | |
| 3 | Which of the following activities related to **EMPLOYEE NON-DISCRIMINATION (Emotional well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Opportunities for career development | |
| | | b | Job security | |
| | | c | Grievance and complaints resolution | |
| | | d | Equality in team work | |
| | | e | Appreciation of employee contribution in public | |
| | | f | Team building activities | |
| 4 | Which of the following activities related to **EMPLOYEE DEVELOPMENT (Intellectual well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Formal training & development relevant to employee needs | |
| | | b | Open discussions with superiors regarding career growth plans | |
| | | c | Encouragement for experimenting new methods & creative ideas | |
| | | d | Organizations goals and strategies known to everybody | |
| | | e | Job requirements are clearly stated to everyone | |
| | | f | Effective delegation of authorities & responsibilities | |
| 5 | Which of the following activities related to **SOCIAL INVOLVEMENT (Social well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Formal organization of family get together | |
| | | b | On-site recreational facilities | |
| | | c | Friendly environment | |
| | | d | Time off for community engagement and volunteering | |
| | | e | Promoting trekking / walking groups | |
| | | f | membership for book club | |
| 6 | Which of the following activities related to **EMPLOYEE CARING (Physical well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Organization of annual medical check-up for employees | |
| | | b | Counselling for health related issues | |
| | | c | Covering employees under group mediclaim insurance | |
| | | d | Sponsoring Gym / health club membership | |
| | | e | Availability of healthy food at company canteens / cafeterias | |
| | | f | Diet counselling | |

# Employee Well-being Survey Questionnaire - A

**Note:** This Questionnaire is designed to assess the employee well-being policies and its impact on retention of excellent performing managers in select manufacturing industrial units in and around Pune.

All the information collected will be used solely for academic purpose and the confidentiality of the information you provide is very much assured.

Your response as Head of HR will be of great help to understand the organizational perspective in terms of employee well-being.

I will be more grateful if you could answer following questions / statements. Put tick or cross mark whereever applicable

| | | | | |
|---|---|---|---|---|
| 7 | Which of the following activities related to **EMPLOYEE SAFETY (Occupational well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Providing safe working conditions | |
| | | b | Arranging safety related training to employees | |
| | | c | Promoting use of personal protective equipment | |
| | | d | Celebration of National Safety Week | |
| | | e | Providing safety related checklist to all employees | |
| | | f | Conducting emergency evacuation drill periodically | |
| 8 | Which of the following activities related to **EMPLOYEE REWARDS (Financial well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Conducting regular salary reviews | |
| | | b | Providing monetary benefits based on performance | |
| | | c | Inviting financial planner to guide employee on tax planning | |
| | | d | Providing financial incentives for cost saving suggestions | |
| | | e | Giving employee loans at concessional rates | |
| | | f | Giving employee advance for festival, hospital and educational needs | |
| 9 | Which of the following activities related to **COMPANY ENVIRONMENT (Environmental well-being)** of employees exists in your organization? Please tick all that are applicable. | a | Providing proper ventilation, lighting & temperature inside the premises | |
| | | b | Providing well designed work stations and noise free environment | |
| | | c | Planting of trees in the premises | |
| | | d | Providing facility for checking PUC for employee and company vehicles | |
| | | e | Organizing environment management training to employees | |
| | | f | Organization is certified for ISO 14000 standard (Environment standard) | |
| 10 | Do you believe that | a | Costs of providing employee wellbeing programs are exceeding the benefits | |
| | | b | Benefits of providing employee wellbeing programs are exceeding the costs | |
| | | c | Generally the benefits and costs are approximately equal | |
| 11 | Do you measure the benefits of promoting employee wellbeing in your organization and how it is measured? Please tick those that apply | a | Generally we don't measure the benefits | |
| | | b | We ask the participants what they perceived as the benefits | |
| | | c | We ask the participants supervisors what benefits they perceived their subordinates or team members had achieved. | |
| | | d | Through Employee Satisfaction / Opinion Survey results | |
| | | e | Productivity data | |
| | | f | Staff Turnover / Absenteeism data | |
| 12 | Do you believe that promoting employee well-being will result in improving any of the following? Please tick which apply | a | Employee motivation | |
| | | b | Employee satisfaction | |
| | | c | Better leadership | |
| | | d | Better productivity | |
| | | e | Better teamwork | |
| | | f | Better customer satisfaction | |
| | | g | Better organizational culture | |
| | | h | Reduction of absenteeism | |
| | | i | Employee engagement | |
| | | j | Maintaining better work life balance | |
| | | k | Effective stress management | |
| | | l | Improving corporate image | |
| | | m | Achieving company goals and objectives | |
| | | n | Employee retention | |
| 13 | What is the Attrition Rate of your company? | a | Less than 5% | |
| | | b | Between 5% to 10% | |
| | | c | Between 10% to 15% | |
| | | d | Above 15% | |

**Name:**                                    **Contact No.:**

**Designation:**                             **E-mail id.:**

**Company:**                                 **No. of years with this company:**

---

# Employee Well-being Survey Questionnaire - B
_____

**Instruction for survey**
- Kindly rate your satisfaction level on the statements given below.
- Kindly add comments with the questions, if any.

**Rating scale of survey:**
    5 - Very Satisfied / Strongly Agree
    4 - Satisfied / Agree
    3 - Neither Satisfied nor Dissatisfied / Neutral
    2 - Dissatisfied / Disagree
    1 - Very Dissatisfied / Strongly Disagree

Kindly Circle whichever is relevant.

| A | EMPLOYEE WELFARE (Spiritual well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | My organization provides adequate welfare facilities (Statutory as well as Voluntary) | 5 | 4 | 3 | 2 | 1 |
| 2 | Yoga and meditation program conducted by organization helps to relieve stress | 5 | 4 | 3 | 2 | 1 |
| 3 | In my organization, wellness information is displayed on notice board | 5 | 4 | 3 | 2 | 1 |
| 4 | My organization provides adequate programs that integrate work and family | 5 | 4 | 3 | 2 | 1 |
| 5 | My organization has leadership practices that support the growth and wellbeing | 5 | 4 | 3 | 2 | 1 |
| 6 | In my organization everybody is treated with equality and honour | 5 | 4 | 3 | 2 | 1 |
| 7 | My organization has created an environment of trust, where employees feel safe to question, learn and contribute | 5 | 4 | 3 | 2 | 1 |
| 8 | My organization tries to solve individual problems | 5 | 4 | 3 | 2 | 1 |
| 9 | My organization conducts Employee Satisfaction Surveys with focus on spirituality | 5 | 4 | 3 | 2 | 1 |

| B | EMPLOYEE NON-DISCRIMINATION (Emotional well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | In my organization, there are no cases of harassment | 5 | 4 | 3 | 2 | 1 |
| 2 | In my organization, there are opportunities for career development | 5 | 4 | 3 | 2 | 1 |
| 3 | In my organization, there is job security which result positive impact on employee performance. | 5 | 4 | 3 | 2 | 1 |
| 4 | In my organization, grievances and complaints are solved on merits. | 5 | 4 | 3 | 2 | 1 |
| 5 | The culture and emotional climate of my organization is positive and supportive. | 5 | 4 | 3 | 2 | 1 |
| 6 | Organization encourages the employees to take initiative, as innovation is expected. | 5 | 4 | 3 | 2 | 1 |
| 7 | There is equality in team work. | 5 | 4 | 3 | 2 | 1 |
| 8 | Organization conducts team building activities regularly. | 5 | 4 | 3 | 2 | 1 |
| 9 | Organization praises / rewards employee's performance in public. | 5 | 4 | 3 | 2 | 1 |

| C | EMPLOYEE DEVELOPMENT (Intellectual well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | My organization provides adequate training and development opportunities. | 5 | 4 | 3 | 2 | 1 |
| 2 | Employees can discuss with their superiors regarding ones career growth and development plans. | 5 | 4 | 3 | 2 | 1 |
| 3 | I have been encouraged to experiment new methods and try out creative ideas. | 5 | 4 | 3 | 2 | 1 |
| 4 | Organizations goals and strategies are known to everyone. | 5 | 4 | 3 | 2 | 1 |
| 5 | Job requirements are clearly stated. | 5 | 4 | 3 | 2 | 1 |
| 6 | I have been given enough authority to perform my tasks. | 5 | 4 | 3 | 2 | 1 |
| 7 | I have been given challenging assignments to stretch my abilities. | 5 | 4 | 3 | 2 | 1 |
| 8 | I have satisfaction of my work. | 5 | 4 | 3 | 2 | 1 |

| D | SOCIAL INVOLVEMENT (Social well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | My organization supports to take part in any social event or gathering. | 5 | 4 | 3 | 2 | 1 |
| 2 | In my organization, family get-together is arranged every year. | 5 | 4 | 3 | 2 | 1 |
| 3 | There is friendly environment in the organization. | 5 | 4 | 3 | 2 | 1 |
| 4 | My organization promotes local recreation leisure opportunities such as book club, trekking /walking groups etc. | 5 | 4 | 3 | 2 | 1 |

| E | EMPLOYEE CARING (Physical well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | All employees are adequately covered under medical insurance. | 5 | 4 | 3 | 2 | 1 |
| 2 | In my organization, annual medical check-up is organized. | 5 | 4 | 3 | 2 | 1 |
| 3 | Health related counselling sessions are organised. | 5 | 4 | 3 | 2 | 1 |
| 4 | My organization sponsors Gym / health club membership | 5 | 4 | 3 | 2 | 1 |
| 5 | My organization provides healthy food at company canteens / cafeterias. | 5 | 4 | 3 | 2 | 1 |
| 6 | My organization provides time for leisure to recharge and stay motivated throughout the day | 5 | 4 | 3 | 2 | 1 |
| 7 | My organization promotes diet counselling with the help of diet specialist. | 5 | 4 | 3 | 2 | 1 |

| F | EMPLOYEE SAFETY (Occupational well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | My organization provides safe working conditions. | 5 | 4 | 3 | 2 | 1 |
| 2 | In my organization, safety training is given. | 5 | 4 | 3 | 2 | 1 |
| 3 | My organization has provided a checklist for safe travel. | 5 | 4 | 3 | 2 | 1 |
| 4 | My organization promotes to wear helmets and seat belts while driving. | 5 | 4 | 3 | 2 | 1 |
| 5 | While holding recreational activities, my organization takes care of employees safety. | 5 | 4 | 3 | 2 | 1 |
| 6 | In my organization, safety week is celebrated every year | 5 | 4 | 3 | 2 | 1 |
| 7 | In my organization, emergency evacuation drills are conducted periodically | 5 | 4 | 3 | 2 | 1 |

| G | EMPLOYEE REWARDS (Financial well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | My organization regularly conducts salary reviews | 5 | 4 | 3 | 2 | 1 |
| 2 | My organization provides appropriate opportunities for promotion. | 5 | 4 | 3 | 2 | 1 |
| 3 | My organization provides attractive monetary benefits based on performance. | 5 | 4 | 3 | 2 | 1 |
| 4 | My organization rewards for success are greater than the penalties for failure | 5 | 4 | 3 | 2 | 1 |
| 5 | My organization invites financial planner to speak to employees and advise on tax planning | 5 | 4 | 3 | 2 | 1 |
| 6 | Employees are rewarded for targeted performance. | 5 | 4 | 3 | 2 | 1 |
| 7 | My organization provides financial incentives for cost savings suggestions given by employees | 5 | 4 | 3 | 2 | 1 |
| 8 | My organization gives loans at concessional rates for employees. | 5 | 4 | 3 | 2 | 1 |
| 9 | My organization gives advance for festival, hospitalization and educational needs. | 5 | 4 | 3 | 2 | 1 |

| H | COMPANY ENVIRONMENT (Environmental well-being) | Circle whichever is relevant | | | | |
|---|---|---|---|---|---|---|
| 1 | My organization has provided proper ventilation, lighting and temperature inside the premises | 5 | 4 | 3 | 2 | 1 |
| 2 | My organization has provided well designed work stations and noise free environment. | 5 | 4 | 3 | 2 | 1 |
| 3 | Employees have comfortable furniture. | 5 | 4 | 3 | 2 | 1 |
| 4 | My organization has maintained pleasant environment by planting trees in the premises | 5 | 4 | 3 | 2 | 1 |
| 5 | My organization arranges facility for checking of PUC for employees and company vehicles | 5 | 4 | 3 | 2 | 1 |
| 6 | My organization provides environment management training. | 5 | 4 | 3 | 2 | 1 |
| 7 | I am aware that organization has been certified for ISO 14000 standard. | 5 | 4 | 3 | 2 | 1 |

| Name: | | Contact No. |
|---|---|---|
| Designation: | | E-mail id.: |
| Company: | | No. of years with this company: 21 Years |

# Employee Well-being Survey Questionnaire - C

**Note:** This Questionnaire is designed to assess the employee well-being policies and its impact on retention of excellent performing managers in select manufacturing industrial units in and around Pune.

All the information collected will be used solely for academic purpose and the confidentiality of the information you provide is very much assured.

Your response as Head of HR will be of great help to understand the organizational perspective in terms of employee well-being.

I will be more grateful if you could answer following questions / statements. Put tick or cross mark whereever applicable

| | | | | |
|---|---|---|---|---|
| 1 | **Employee Retention Strategies:** For retaining your excellent performing managers do you resort to any of the initiatives listed herewith? Please tick which apply | a | Offering higher retirement pension plans | |
| | | b | Reimbursement of full medical expenses for self and family | |
| | | c | offering stock options | |
| | | d | Offering partnership in company projects | |
| | | e | Sending manager to overseas trip | |
| | | f | Offering membership of club | |
| | | g | Work from home | |
| | | h | Provide suitable career opportunity / Help in Career Development | |
| | | i | Send manager abroad with his family for a leisure trip | |
| | | j | Giving medical advance and reimbursement of medical bills | |
| | | k | Provide day care crèche facility | |
| | | l | Arrange for admission of children's in good schools | |
| | | m | Tie ups with hospitals | |
| | | n | Lump sum loan for furniture and fixture | |
| | | o | Offering medical treatment abroad | |
| | | p | Providing educational loans for wards and self for career development | |
| | | q | LIC for key personnel | |
| | | r | Appointing them as directors of some trusts / society owned by the company | |
| | | s | Special recognition and praise / Promotion opportunities | |
| | | t | Providing house servants | |
| | | u | Leisure trip in company arranged resorts at hill stations | |
| | | v | Off day for Birthday / Marriage Anniversary | |
| | | w | Family Dinner with Boss | |
| | | x | A change of project, desired role, skills & responsibilities / Job rotation & new assignments | |
| 2 | Do you agree that | a | Good environment improves motivation level and performance of employees. | |
| | | b | Innovative HR practices helps to attract and retain high performing managers. | |
| | | c | Well defined career path helps in better retention of employees. | |
| | | d | Good interpersonal relationship with boss can lead to better employee retention. | |
| | | e | Mentoring of employees would help in reducing attrition rate of employees. | |
| | | f | Moral support from Top management is must for retention of high performing managers. | |
| | | g | Global exposure leads to improve likelihood of retention. | |
| | | h | Allowing employees to make mistakes & have full authority and freedom of decision making motivates employees and helps in better retention. | |
| | | i | If pay is not tied to performance it may lead to increase in attrition | |
| | | j | Lack of vision and poor communication from Top management affects employee performance | |
| | | k | Provision for job opportunities for family members helps in better retention | |
| | | l | By letting the right people know and taking necessary measures, you can always retain the right talent. | |
| | | m | If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance. | |
| | | n | If employees are treated with due respect, their suggestions and grievances are considered on merits and good work done is appreciated it will help to reduce the attrition rate of the organization | |
| | | o | There will be likelihood of retention when one on one discussion (meeting) at regular intervals takes place with employee for providing opportunities for brushing his skills and offering better pay packages. | |
| 3 | If there is retrenchment, how do you deal with it? | a | Carefully manage the process to enable employees to plan for their future | |
| 4 | Role of Line Managers | a | Does Line Managers carry out the responsibility of delivering and implementation of HR practices which ensures that perception of support and trust are maintained about workers. | |

**Name:**                                              **Contact No.**

**Designation:**                                    **E-mail id.:**

**Company:**                          **No. of years with this company: 21 Years**

# Employee Well-being Survey Questionnaire - C

**Note:** This Questionnaire is designed to assess the employee well-being policies and its impact on retention of excellent performing managers in select manufacturing industrial units in and around Pune.

All the information collected will be used solely for academic purpose and the confidentiality of the information you provide is very much assured.

Your response as Head of HR will be of great help to understand the organizational perspective in terms of employee well-being.

I will be more grateful if you could answer following questions / statements. Put tick or cross mark whereever applicable

| | | | | |
|---|---|---|---|---|
| 5 | How does spirituality is shown up in the workplace? Through activities such as ….. | a | Wellness information displayed on notice board and distributed through email | |
| | | b | Arranging Employee Assistance Programs | |
| | | c | Arranging programs that encourages personal and spiritual transformation | |
| | | d | Servant Leadership - the desire to serve others first in preference to self | |
| | | e | Stewardship - leadership practices that support the growth and well-being of others | |
| | | f | Diversity programs that create inclusive cultures | |
| | | g | Management systems that encourages personal and spiritual transformation | |
| 6 | Please rank following factors that influence most for the employees to remain in the organization (from 1 to 10) | a | Salary | |
| | | b | Career Development | |
| | | c | Recognition and Reward | |
| | | d | Retirement Benefits | |
| | | e | Fringe Benefits | |
| | | f | Job Security | |
| | | g | Working Conditions | |
| | | h | Supervision / Management | |
| | | i | Loyalty towards the company | |
| | | j | Company image in the society | |
| 7 | Please rank following factors with respect to supervisor satisfaction to improve employee performance available in your organization helping employees to remain in the organization (from 1 to 15) | a | Easily approachable | |
| | | b | Recognises employees for their achievements | |
| | | c | Respects subordinates and co-workers | |
| | | d | Clearly explains the tasks to be accomplished | |
| | | e | Acts like a coach | |
| | | f | Respects and supports for team work and co-ordination | |
| | | g | Good counsellor | |
| | | h | Impartial | |
| | | i | Makes pleasant working environment | |
| | | j | Cares for co-workers and subordinates personal welfare | |
| | | k | Helps in completing the work | |
| | | l | Is a task master | |
| | | m | Follows an autocratic approach | |
| | | n | Maintains friendly relationships | |
| | | o | Considers others suggestions and opinions | |
| 8 | What according to you, which of these factors are important to motivate your employees to do a great job (from 1 to 10) | a | Feeling of accomplishment / satisfaction | |
| | | b | Opportunities for advancement | |
| | | c | Challenging assignments | |
| | | d | Compensation and monetary rewards | |
| | | e | Publicly recognize and reward for key achievements | |
| | | f | Recognition from Boss and Peers | |
| | | g | Encouraging to attend professional conferences and sharing its take away | |
| | | h | Train and upgrade skills | |
| | | i | Encouraging new ideas & rewarding its implementation | |
| | | j | Encourage to learn new software, use new technologies or expand skills & knowledge in other ways | |

**Name:**                                    **Contact No.**

**Designation:**                             **E-mail id.:**

**Company:**                                 **No. of years with this company: 21 Years**

# Employee Well-being Survey Questionnaire - C

**Note:** This Questionnaire is designed to assess the employee well-being policies and its impact on retention of excellent performing managers in select manufacturing industrial units in and around Pune.

All the information collected will be used solely for academic purpose and the confidentiality of the information you provide is very much assured.

Your response as Head of HR will be of great help to understand the organizational perspective in terms of employee well-being.

I will be more grateful if you could answer following questions / statements. Put tick or cross mark whereever applicable

| | | | | |
|---|---|---|---|---|
| 9 | Do you agree which of these costs are related to employee turnover? | a | Loss of productivity-work put on hold until replacement is on board | |
| | | b | Cost of overtime or temporary help to get the work done during selection and training of replacement | |
| | | c | Lost efficiency, including the interaction and institutional knowledge | |
| | | d | Accrued vacation | |
| | | e | Lowered morale of co-workers because of additional work load | |
| | | f | Recruiting costs (advertising, time to place ads, management of web sites) | |
| | | g | Search firm fees (often equivalent to 8.33% of new hire's first year salary | |
| | | h | Screening of applicants (time to review resumes) | |
| | | i | Interviewing time (how many people interview each applicant) | |
| | | j | Hiring costs like testing, background checks, drug screens | |
| | | k | Relocation expenditures, temporary housing | |
| | | l | Sign-on bonuses | |
| | | m | Time spent in orientation | |
| | | n | Training, assimilation into work team | |
| | | o | Lower productivity during learning period—for both the new individual and those providing the training | |
| | | p | Loss of other employees | |
| | | q | Lost customers | |
| | | r | Lost contracts or business | |
| 10 | **IS YOUR BUSINESS A REWARDING PLACE TO WORK?** Check your business for these features of a positive work environment | a | **Employee ownership, decision-making & flexibility:** 1. Share the vision, mission and strategies of the business with employees 2. Include employees in decision-making 3. Allow employees to have significant autonomy and control over work | |
| | | b | **A motivating, supportive and trusting environment:** 1. Ensure that supervisors act as coaches and are supportive 2. Use teams, quality circles and other feedback loops where possible 3. Recognize and reward employee contribution | |
| | | c | **A healthy, safe and comfortable workplace:** 1. Provide a safe a healthy workplace 2. Provide people-friendly facilities 3.  Provide a clean, comfortable environment | |
| | | d | **Work and personal life in balance:** 1. Allow flexible hours and vacations 2. Consider alternative working arrangements (e.g. part time, modified work weeks) 3. Allow employees some discretion over timing of overtime | |
| | | e | **Regular and open communication:** 1. Continually share information and knowledge with all employees 2. Consider regular employee meetings or a bulletin board to up-date employees 3. Encourage regular feedback between employees and managers | |

**Name:**                                                                                       **Contact No.**

**Designation:**                                                                          **E-mail id.:**

**Company:**                                                              **No. of years with this company:**

# Employee Well-being Survey Questionnaire - D

**Note:** This Questionnaire is designed to assess the employee well-being policies and its impact on retention of excellent performing managers in select manufacturing industrial units in and around Pune.

All the information collected will be used solely for academic purpose and the confidentiality of the information you provide is very much assured.

Your response as **Excellent Performing Manager** will be of great help to understand the organizational perspective in terms of employee well-being.

I will be more grateful if you could answer following questions / statements. Put tick or cross mark whereever applicable

| | | | | |
|---|---|---|---|---|
| 1 | Do you agree that | a | Good environment improves motivation level and performance of employees. | yes / no |
| | | b | Innovative HR practices helps to attract and retain high performing managers. | yes / no |
| | | c | Well defined career path helps in better retention of employees. | yes / no |
| | | d | Good interpersonal relationship with boss can lead to better employee retention. | yes / no |
| | | e | Mentoring of employees would help in reducing attrition rate of employees. | yes / no |
| | | f | Moral support from Top management is must for retention of high performing managers. | yes / no |
| | | g | Global exposure leads to improve likelihood of retention. | yes / no |
| | | h | Allowing employees to make mistakes & have full authority and freedom of decision making motivates employees and helps in better retention. | yes / no |
| | | i | If pay is not tied to performance it may lead to increase in attrition | yes / no |
| | | j | Lack of vision and poor communication from Top management affects employee performance | yes / no |
| | | k | Provision for job opportunities for family members helps in better retention | yes / no |
| | | l | By letting the right people know and taking necessary measures, you can always retain the right talent. | yes / no |
| | | m | If someone is unhappy, by speaking to him to understand why he is unhappy and try to solve his problem, can help to improve his performance. | yes / no |
| | | n | If employees are treated with due respect, their suggestions and grievances are considered on merits and good work done is appreciated it will help to reduce the attrition rate of the organization | yes / no |
| | | o | There will be likelihood of retention when one on one discussion (meeting) at regular intervals takes place with employee for providing opportunities for brushing his skills and offering better pay packages. | yes / no |
| 2 | Do you believe that promoting employee well-being will result in improving any of the following? Please tick which apply | a | Employee motivation | yes / no |
| | | b | Employee satisfaction | yes / no |
| | | c | Better leadership | yes / no |
| | | d | Better productivity | yes / no |
| | | e | Better teamwork | yes / no |
| | | f | Better customer satisfaction | yes / no |
| | | g | Better organizational culture | yes / no |
| | | h | Reduction of absenteeism | yes / no |
| | | i | Employee engagement | yes / no |
| | | j | Maintaining better work life balance | yes / no |
| | | k | Effective stress management | yes / no |
| | | l | Improving corporate image | yes / no |
| | | m | Achieving company goals and objectives | yes / no |
| | | n | Employee retention | yes / no |